

City of Tukwila

Washington

Ordinance No. 1898

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, APPROVING THE CITY'S PACIFIC HIGHWAY REVITALIZATION PLAN, TOGETHER WITH AN ADDENDUM, AS AN URBAN RENEWAL PLAN OF THE CITY; DETERMINING THAT THE BLIGHTED AREA IDENTIFIED BY PREVIOUS RESOLUTION IS AN URBAN RENEWAL AREA SUITABLE FOR URBAN RENEWAL PROJECTS; DETERMINING THAT THE CITY IS THE APPROPRIATE ENTITY TO EXERCISE ITS URBAN RENEWAL POWERS; AND AUTHORIZING AND DIRECTING THE APPROPRIATE OFFICIALS TO CARRY OUT THOSE POWERS; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the City of Tukwila, Washington (the "City") by Ordinance 1757, passed on December 4, 1995, adopted a Comprehensive Land Use Plan (the "Comprehensive Plan") and included within that plan certain goals and elements with respect to the Pacific Highway (now known and hereinafter referred to as Tukwila International Boulevard) corridor; and

WHEREAS, the City adopted a Zoning Code by Ordinance 1758, passed on December 4, 1995, and last amended by Ordinance 1872, passed June 21, 1999, consistent with the Comprehensive Plan; and

WHEREAS, after a four-year effort involving numerous citizens, advisory panels, elected officials and staff and following formal review and comment by the City's Planning Commission and a duly advertised public hearing, the City, by Ordinance 1848 passed August 17, 1998, adopted the Pacific Highway Revitalization Plan (the "Pacific Highway Plan"); and

WHEREAS, the Zoning Code amendments adopted by Ordinance 1865, passed on January 19, 1999, included changes designed to assist in the implementation of the Pacific Highway Plan; and

WHEREAS, the City adopted, by Resolution 1435, findings to the effect that a limited area of the Tukwila International Boulevard corridor, generally bounded by S. 140th Street, 42nd Avenue South, S. 146th Street and 37th Avenue South (the "Area"), is a blighted area and that the Area needs to be reclaimed through redevelopment and/or revitalization; and

WHEREAS, to eliminate blight in the Area, to implement the Pacific Highway Plan, and to exercise its power under Chapter 35.81 RCW, Urban Renewal Law, the City desires to create an urban renewal plan and within the plan to designate the Area as an urban renewal area; and

WHEREAS, the Pacific Highway Plan, together with the urban renewal addendum, satisfies the requirements of an urban renewal plan as defined by Chapter 35.81.010 RCW; and

WHEREAS, the City's SEPA Official has conducted an environmental review of the Pacific Highway Plan per Chapter 43.21, RCW, State Environmental Policy Act, and has issued a Determination of Nonsignificance; and

WHEREAS, the City's SEPA Official has conducted an additional environmental review per Chapter 43.21, RCW, State Environmental Policy Act, on the addendum to the Pacific Highway Plan, the urban renewal plan, and has issued an addendum to the Determination of Nonsignificance on the environmental checklist created for the Pacific Highway Plan; and

WHEREAS, the City's Planning Commission has held a public hearing and reviewed and recommended to the City Council on the urban renewal addendum, all in accordance with Chapter 35.81.060 RCW; and

WHEREAS, the City desires to formally readopt the Pacific Highway Plan, together with the urban renewal addendum, as the Tukwila International Boulevard Plan—Revitalization and Urban Renewal (the "Plan") (Attachment A);

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Findings. The City makes the following Findings of Fact.

A. The recitals set forth above are hereby adopted as part of the City Council's Findings of Fact and are by this reference incorporated herein as if fully set forth in their entirety.

B. The Area as described above and within the Plan is hereby declared to be an "urban renewal area" as defined in Chapter 35.81.010(16) RCW, and the rehabilitation, redevelopment or combination thereof in the Area is necessary in the interest of the public health, safety, morals or welfare of the residents of the City of Tukwila.

C. The Plan conforms to the City's Comprehensive Plan or parts thereof.

D. The Plan affords maximum opportunity, consistent with the sound needs of the municipality as a whole, for the rehabilitation or redevelopment of the Area by private enterprise by providing for sound and consistent planning for the Tukwila International Boulevard corridor as a whole and the Area specifically.

E. As set forth in the City of Tukwila Capital Improvement Plan, Comprehensive Plan and through existing and proposed annual budgets, the City has provided for a sound and adequate financial plan in order to implement the Plan.

Section 2. Adoption of Urban Renewal Plan. In accordance with the findings contained in Section 1, the City Council of the City of Tukwila hereby amends and readopts the Pacific Highway Revitalization Plan as the Tukwila International Boulevard Plan—Revitalization and Urban Renewal (the "Plan") in its entirety.

Section 3. Approval of Urban Renewal Projects. Pursuant to Chapter 35.81.060(4) RCW, the City may approve the urban renewal projects as described in the Plan after first finding that a workable and feasible plan exists for notifying and assisting in the relocation of households who may be displaced by an urban renewal project in the Area.

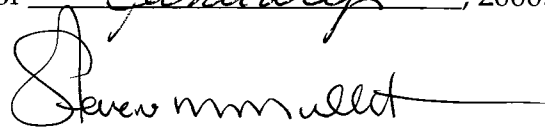
Section 4. Designation of Powers. Pursuant to Chapter 35.81.150 RCW, the City shall directly exercise its urban renewal project powers in the urban renewal area. The appropriate officers and employees of the City, under direction of the Mayor, shall carry out the Plan and exercise all the powers and authority permitted under Chapter 35.81 RCW or as otherwise authorized by law.

Section 5. Ratification and Confirmation. Any actions of the City or its officers prior to the date herein and consistent with the terms of this ordinance are ratified and confirmed.

Section 6. Severability. If any section, subsection, paragraph, sentence, clause or phrase of this ordinance or its application to any person or situation should be held to be invalid or unconstitutional for any reason by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of the remaining portions of this ordinance or its application to any other person or situation.

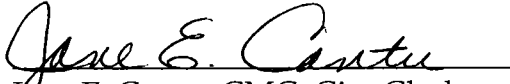
Section 7. Effective Date. This ordinance or a summary thereof shall be published in the official newspaper of the City, and shall take effect and be in full force and effect five (5) days after passage and publication as provided by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Special Meeting thereof this 10th day of January, 2000.

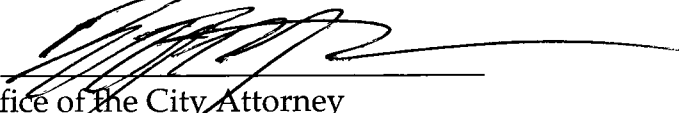


Steven M. Mullet, Mayor

ATTEST / AUTHENTICATED:


Jane E. Cantu, CMC, City Clerk

APPROVED AS TO FORM:

By 
Office of the City Attorney

FILED WITH THE CITY CLERK: 1-6-00
PASSED BY THE CITY COUNCIL: 1-10-00 (sp mtg)
PUBLISHED: 1-15-00
EFFECTIVE DATE: 1-20-00
ORDINANCE NO.: 1898

Attachment A – Tukwila International Boulevard Plan—Revitalization and Urban Renewal

CITY OF TUKWILA

SUMMARY OF ORDINANCE NO. 1898


AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, APPROVING THE CITY'S PACIFIC HIGHWAY REVITALIZATION PLAN, TOGETHER WITH AN ADDENDUM, AS AN URBAN RENEWAL PLAN OF THE CITY; DETERMINING THAT THE BLIGHTED AREA IDENTIFIED BY PREVIOUS RESOLUTION IS AN URBAN RENEWAL AREA SUITABLE FOR URBAN RENEWAL PROJECTS; DETERMINING THAT THE CITY IS THE APPROPRIATE ENTITY TO EXERCISE ITS URBAN RENEWAL POWERS; AND AUTHORIZING AND DIRECTING THE APPROPRIATE OFFICIALS TO CARRY OUT THOSE POWERS; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

On January 10, 2000, the City Council of the City of Tukwila passed Ordinance No.1898, approving the City's Pacific Highway Revitalization Plan, together with an addendum, as an urban renewal plan of the City; determining that the blighted area identified by previous resolution is an urban renewal area suitable for urban renewal projects; determining that the City is the appropriate entity to exercise its urban renewal powers; and authorizing and directing the appropriate officials to carry out those powers; providing for severability; and establishing an effective date.

The full text of this ordinance will be mailed without charge to anyone who submits a written request to the City Clerk of the City of Tukwila for a copy of the text.

APPROVED by the City Council at a Special Meeting on January 10, 2000.


Jane E. Cantu, CMC, City Clerk

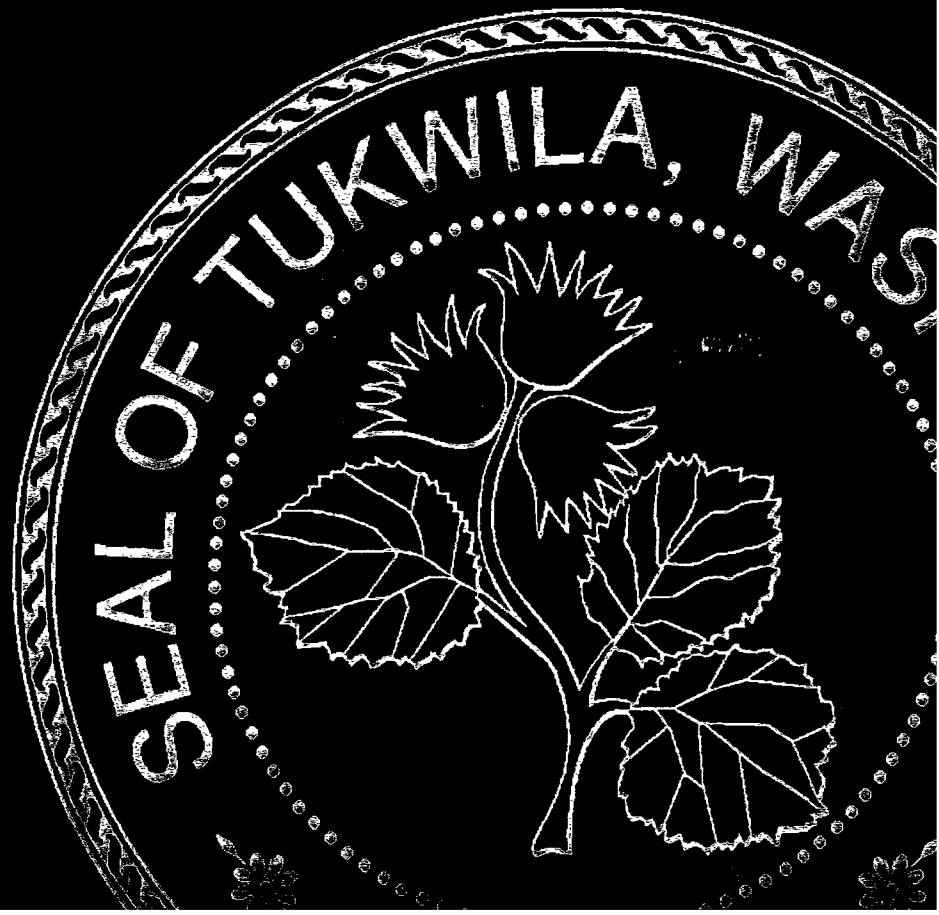
Emailed to Seattle Times: 1/13/00
Published Seattle Times: 1/15/00 

January 2000



Tukwila International Boulevard Plan

- **Revitalization**
- **Urban Renewal**



Tukwila International Boulevard Plan

- **Revitalization**
- **Urban Renewal**

January 2000

Urban Renewal Update

The community of Tukwila spent a number of years discussing and reviewing their options for revitalizing the Pacific Highway corridor. The City issued a Draft Plan in December 1997 and then adopted a final plan in August 1998. The Plan is a multi-faceted, broad-spectrum approach. In the category of real estate investment is the strategy of encouraging property acquisition and redevelopment.

After the City adopted the Plan, a number of events occurred. Among them, the City changed the name of Pacific Highway to Tukwila International Boulevard and contracted with a real estate consultant to work with the development community in encouraging investment within the corridor.

The challenges listed in the Draft Plan bore themselves out and the City finds that in order to see redevelopment within the near future, public partnership and involvement is necessary. The Pacific Highway Revitalization Plan (August 1998) list a variety of methods and specific criteria for acquisition including City involvement by authority of urban renewal law. (See page 21.) City partnership in private development requires the adoption of an urban renewal plan per Chapter 35.81, RCW.

Urban Renewal Plan Requirements

Throughout the Washington State urban renewal law (Chapter 35.81 RCW) are the fundamentals for an urban renewal plan. The following is a summary of the needed contents of an urban renewal plan.

The City must find (per Chapter 35.81.050 RCW) that:

1. a blighted area exists in the city; and
2. rehabilitation, redevelopment or a combination thereof, of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City.

The State statute specifically defines an "urban renewal plan," (Chapter 35.81.010 RCW) as a plan that:

3. conforms to the Comprehensive Plan; and
4. is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the urban renewal area.

Finally, in order for the City to pursue an urban renewal project within an urban renewal area, the City must find (per Chapter 35.81.060(4) RCW) that an urban renewal plan:

5. affords maximum opportunity, consistent with the sound needs of the municipality as a whole, for the rehabilitation or redevelopment of the urban renewal area by private enterprise.

The Pacific Highway Revitalization Plan (August 1998) contains many of the concepts elicited by the urban renewal legislation. It explains the existing conditions of the corridor, which are characteristic of blight as defined by the urban renewal legislation. It lists public improvements and rehabilitation that should occur within the corridor and that the City hopes to achieve.

However, there are a number of missing elements, such as the designation of an urban renewal area and any indication of land acquisition.

The remaining update addresses the five elements of an urban renewal plan as laid out above. These elements are additions to the existing Pacific Highway Revitalization Plan, creating an addendum, so that the Plan may be readopted as an urban renewal plan.

1. Blighted Conditions and Urban Renewal Area Boundaries

Blight

In order to designate an area for urban renewal, the City must declare the area blighted. The definition of blight (defined in Chapter 35.81.010 RCW) is expansive and includes the following relevant items:

- Substantial physical dilapidation, deterioration, defective construction, material and arrangement and or age or obsolescence of buildings or improvements, whether residential or nonresidential, inadequate provision for ventilation, light, proper sanitary facilities, or open spaces as determined by competent appraisers on the basis of an examination of the building standards of the municipality;
- Inappropriate or mixed uses of land or buildings;
- Defective or inadequate street layout;
- Faulty lot layout in relation to size adequacy, accessibility or usefulness' insanitary or unsafe conditions;
- Deterioration of site(s);
- Diversity of ownership;
- Improper subdivision or obsolete platting;
- The existence of conditions which endanger life or property by fire or other causes, or any combination of such factors, is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency and crime;
- Substantially impairs or arrests the sound growth of the city or its environs, retards the provision of housing accommodations or constitutes an economic or social liability, and/or is detrimental or constitutes a menace to the public health, safety, welfare and morals in its present condition and use.

The Draft Pacific Highway Revitalization Plan (December 1997) outlines the difficult conditions in the corridor. Challenges evident in

the area that place significant obstacles to redevelopment are shown in the table below. Most of these items are “blight” as defined by the State.

Matrix of Revitalization Plan Goals and Challenges

Goals	Challenges	Small Parcels	Few Vacant Parcels	Land Prices	Small Market	Poor Appearance	Resistance to Multi-Family	Lower Income	Residential Turnover	Reputation of Crime	Undesirable Uses	Incompatible Regional Plans	Limited Resources
1. Greater Prosperity													
2. Sense of Community													
3. Safe and Comfortable Area													
4. Multimodal Transportation System													
5. Healthy Residential Areas													
6. Attractive, Well-Maintained Area													

The following three sections summarize with the instances of poor appearance, crime statistics, and small and irregular parcel sizes that exist within the urban renewal area. The boundaries of the urban renewal area are shown on Figure A1, page A11.

Code Enforcement

The City has been categorizing code enforcement requests, requests for action (RFA,) since 1992. A study was prepared to review the complaints generated from within the urban renewal area as compared to the City as a whole. While the overall number of complaints has not been significantly different in the urban renewal area than for the City as a whole, the number of housing complaints is four times the number of housing complaints than for the City as a whole. Housing complaints typically include plumbing, electrical, bugs/rodents and structural issues.

The State Department of Labor and Industries was asked to assist in investigations of complaints regarding the Southgate Mobile Home Park. The Department generated a nine page inspection report listing numerous violations. According to October 1999 conversations with the Department, compliance with the itemized violations has not occurred. Of the 54 units on the site, 20 remain uninhabitable.

Crime Reports

Tukwila Police Department Crime reports from 1995 - 1998 show that the number of incidents generated in the urban renewal area are relatively high as compared with its overall size and population. The urban renewal area contains an estimated 5% of the City's population and 1% of the City's parcel area. The table shows that the number of criminal incidents is approximately 18% of the number for the City as a whole.

Comparison of Crime Occurrence in URA and Tukwila 1995-1999

Year	1995	1996	1997	1998
URA	2,016	1,495	1,673	1,376
City	10,872	9,510	9,540	7,726
Percentage of Crime that occurred in the URA	19%	16%	18%	18%

City and URA Size Comparison

Parcel area of Tukwila	4,437 acres	Population* of Tukwila 1998	14,990
Parcel area of URA	49 acres	Population* of URA	717
Percentage of City parcel area within the URA	1%	Percentage of City population that lives in URA	5%
* Population is an estimate based upon the WA State Office of Finance calculations and number of persons per household.			

The Tukwila Chief of Police, in a memo dated October 6, 1999, supports the urban renewal designation. Police Department statistics show that violent crime in the urban renewal area is 60% of

the total crime as compared to other areas of the City where violent crime is only 43% of the total crime.

Property Characteristics

In addition to the social impediments, such as crime experienced in the area there are many physical challenges. Those challenges that are related to blight as defined in the state statute, are the small and irregular parcel sizes and the high number of separate small ownerships.

As is explained in the Existing Conditions Report of the Draft Revitalization Plan, (December 1997) the rectilinear lots within the urban renewal area of the corridor, were platted to orient to the north and south cross streets rather than Tukwila International Boulevard. The highway was then laid at an angle across the plats. The odd angles of intersection between streets and property lines create poor visibility of the commercial properties for either the north or southbound traveler.

Acquisition and reorientation of the lots by property owners within the corridor is highly varied, creating a mixed development condition of depth, size, directional orientation, in effect a haphazard state, which is not attractive or conducive to a successful commercial district. Future safety and improvement projects will constrain the already small sized commercial lots and emphasize this more challenging condition.

Urban renewal area boundaries

The urban renewal designation allows the City to actively participate as a property owner in partnership with private enterprise. The boundaries for the urban renewal area are limited to a relatively small seven-block area. (Figure A1, page A11) The City anticipates limited involvement in urban renewal projects within the heart of the corridor and is currently planning one urban renewal project at the intersection of S. 144 St. and Tukwila International Boulevard.

The urban renewal area is sized to show the intent of the City to narrowly focus its resources and yet large enough to potentially act as a catalyst for rehabilitation and redevelopment. The boundaries are sufficiently large enough to allow the City to expand the limits of its project if it needs to do so. For example, of benefit to all properties within the area are below market loans available through the Federal Home Loan Bank for housing in urban renewal areas. The area is

also large enough to document the conditions of the area and regular enough to be readily recognizable and describable.

2. Necessity and Purpose

By legislative determination, the City of Tukwila finds there is a purpose and necessity for an urban renewal plan. Within the Tukwila International Boulevard corridor and in particular within the urban renewal area there are economic and social liabilities, which retard the sound growth of the City and the provision of housing.

This area consumes an excessive proportion of City revenues because of extra services required for police and other forms of public services. The City locates and operates video cameras within the corridor in order to deter crime and provide back up services. These cameras must be maintained and serviced. In addition, this corridor contains the only vacant parcels of medium and high density housing with available infrastructure that remains undeveloped.

3. Comprehensive Plan Conformance

The Tukwila Comprehensive Plan was adopted in 1995. The Plan laid out four main objectives, with number one being, *"to improve and sustain residential neighborhood quality and livability"* and number two being, *"to redevelop and reinvigorate the Pacific Highway corridor."*

The Pacific Highway corridor travels through the heart of one of the City's largest residential neighborhoods. The corridor also is zoned to act as a primary neighborhood service center for the City's residents. Its revitalization and improvement is an integral component to the Plan's number one objective of improving residential quality and livability.

A number of the City's Economic Development policies also support an urban renewal approach.

Policy 2.1.5 Act in partnership with the private sector to fund infrastructure as part of a sub-area plan to encourage redevelopment as an inducement to convert outdated and underutilized land and buildings to high valued and or appropriate land uses.

Policy 2.1.9 Seek funds from non-City sources and authority for the City to directly encourage economic development.

In addition to the Comprehensive Plan's policy direction on the design of public and private improvements within the corridor, the Plan directed the *development of a strategic and financial plan that facilitates private and public investment*. The subsequent Pacific Highway Revitalization Plan (August 1998,) was adopted as a policy document of the City to guide the improvement of the corridor.

The Pacific Highway Revitalization Plan anticipated the use of the urban renewal statute in order to facilitate property assemblage and to enhance the financial feasibility of redevelopment. Its policy to *"Encourage investment in the Pacific Highway Corridor by actively brokering development,"* goes on to list the method of urban renewal as an available tool.

In summary, existing policy supports the City's undertaking a public role in private redevelopment through an urban renewal project.

4. Areas of Acquisition, Redevelopment and Rehabilitation

An urban renewal plan must be sufficiently complete to indicate such land acquisition, demolition, and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the urban renewal area. The Pacific Highway Revitalization Plan (August 1998) identifies a number of regulatory changes and public improvements and programs that are to occur; however, at the time of the Plan's development, the City did not identify properties where they anticipated land acquisition and demolition.

The urban renewal area is comprised of approximately seven blocks. Within those blocks are land use, building and property conditions that are more likely to result in or to require acquisition, redevelopment and rehabilitation. The Redevelopment/Rehabilitation Analysis Map (Figure A2, page A12) indicates land that is judged most likely to be acquired, redeveloped or rehabilitated by either the City or a private entity in the urban renewal area.

This map does not commit the City to property acquisition, but prioritizes sites that are ripe for redevelopment or rehabilitation. Site acquisition by the City will be guided by the criteria established in the

Revitalization Plan, page 23, (August 1998) as well as the conditions portrayed by Figure A2. When acquiring property within the urban renewal area, the City shall use an approach that encourages private enterprise and public/private partnership. The City will conduct transactions in the private real estate market and acquire property through freely negotiated purchases. The power of eminent domain shall be reserved for that unique situation where other acquisition methods have failed and the City Council determines it is necessary to ensure the success of a specific urban renewal project.

In the future, the City may see that the urban renewal area has additional needs and or opportunities that require or benefit from public resources or partnership. At this point in time, one urban renewal project is proposed by the City to occur after preparation of a financial plan.

5. Maximum Opportunity for Private Enterprise

The Pacific Highway Revitalization Plan (August 1998) contains numerous recommendations for City programs, services and regulations whose intentions are to encourage and maximize the investments by private individuals in this corridor. The urban renewal addendum is just one strategy among the many whose overall goal is to support and bolster real property investment and rehabilitation.

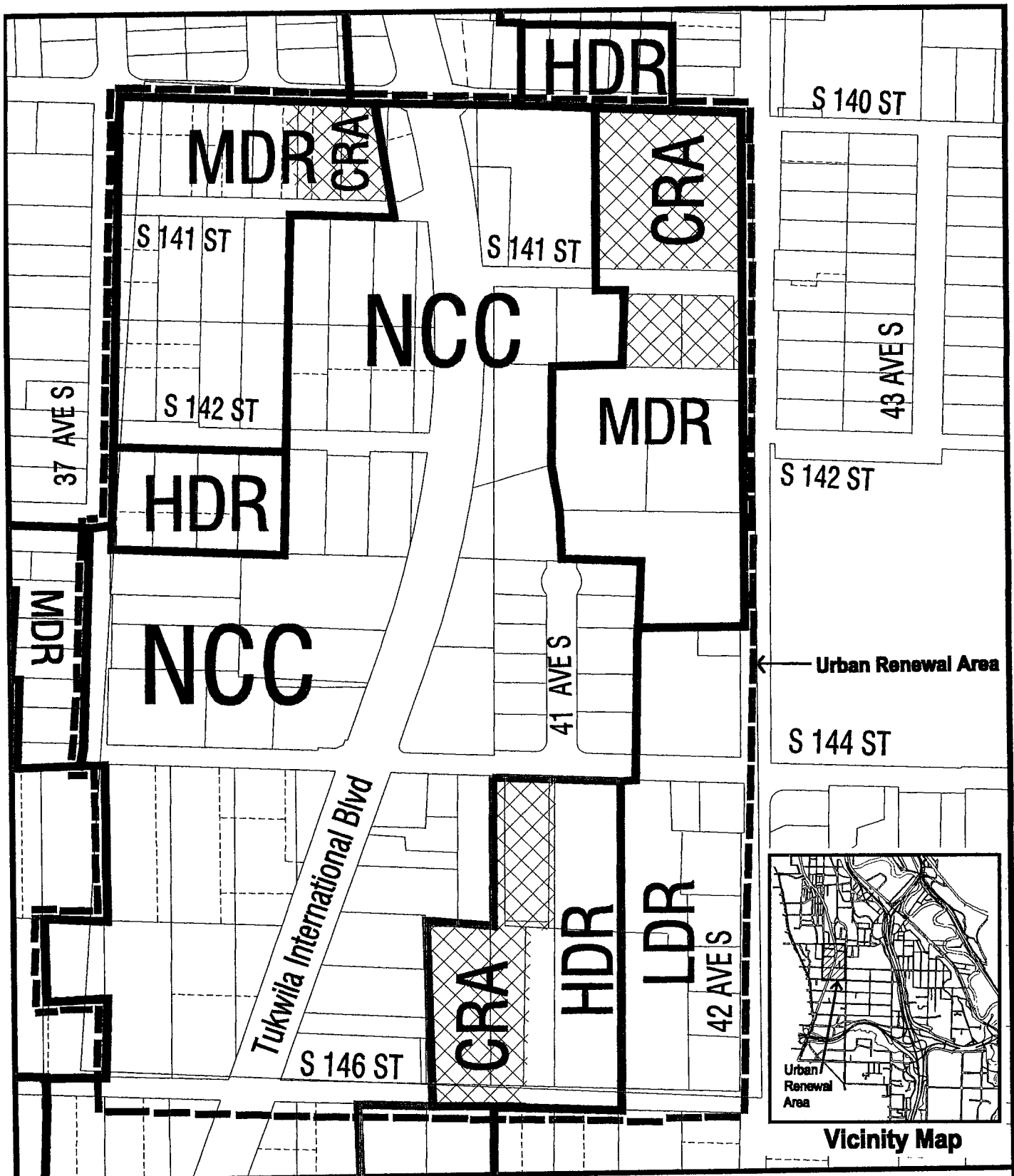
More specifically, an urban renewal project at the S. 144 St. and TIB intersection will allow the City to fulfill several public needs:

- to construct a City facility at a prominent location within the corridor,
- to install a public amenity at a critical corner, and
- to maintain a valuable commercial site for private redevelopment.

The City further assists private redevelopment by assembling nine smaller lots into one larger more viable site and rearranging street right of way to create a more functional arrangement.

Summary

The Revitalization Plan is a multi-year, multi-task plan. The strategies provide alternatives for implementation, while also allowing flexibility, and are responsive to short term, minor changes in needs and conditions. As the City works to implement the adopted strategies and improve the corridor, refinement and modification, as with this urban renewal plan, may occur.



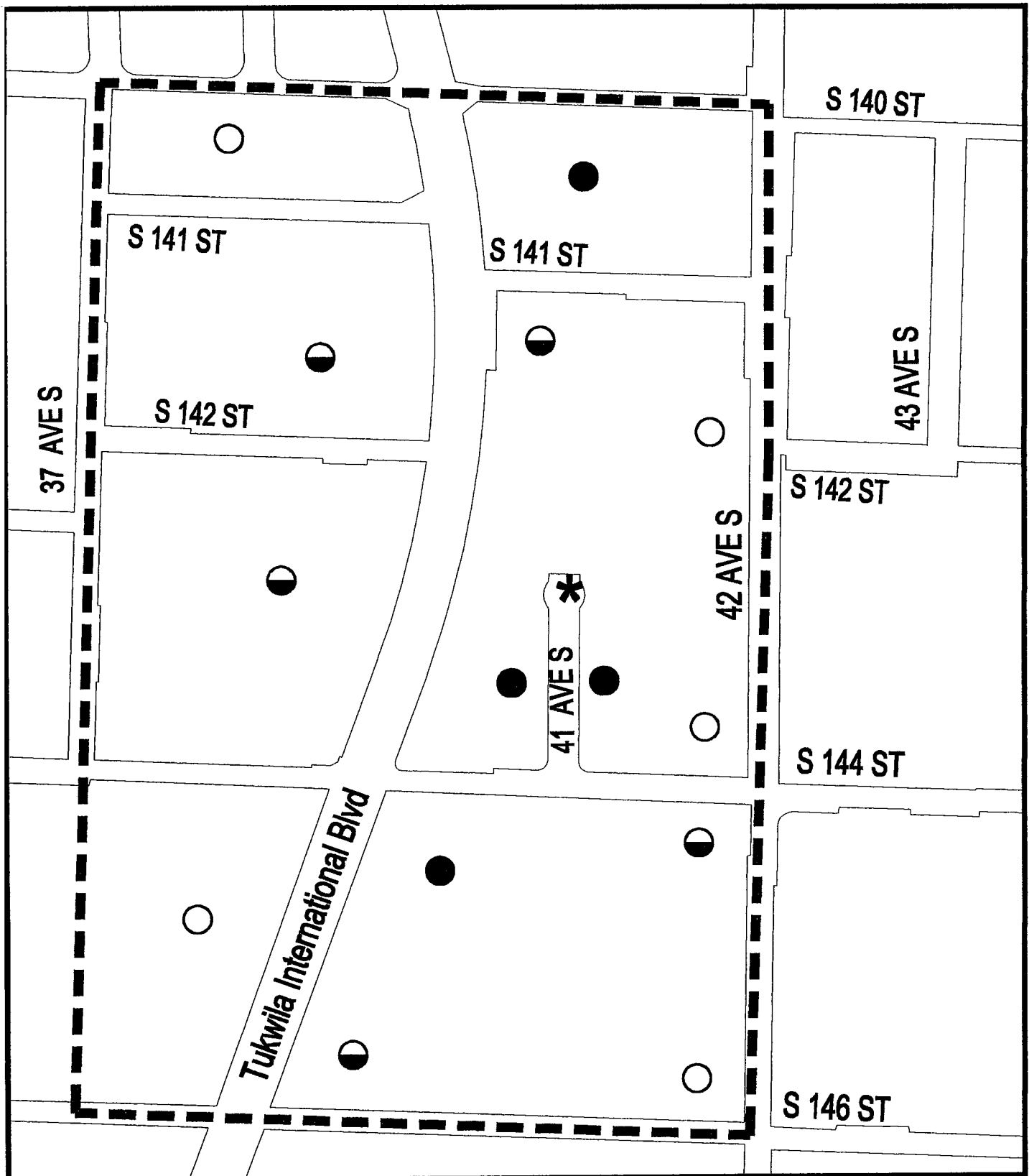
**Tukwila International Boulevard
Urban Renewal Area**

City of Tukwila Zoning Map

Figure A1



North 11/99



Redevelopment / Rehabilitation Analysis

○ Minimum-Parcels generally meet standards, intensification of development is optional.

◐ Medium-Parcels could be improved through redevelopment/modification to meet standards.

● Maximum-Parcels acquisition, assemblage and demolition is necessary in order to meet standards.

--- Urban Renewal Area Boundary

* Vacate street/locate driveway to Normandy Court parking lot.

Figure A2



North



11/99

**November 1999
Draft**



Tukwila International Boulevard Plan

- **Revitalization**
- **Urban Renewal**



Tukwila International Boulevard Plan

- **Revitalization**
- **Urban Renewal**

November 1999

Urban Renewal Update

The community of Tukwila spent a number of years discussing and reviewing their options for revitalizing the Pacific Highway corridor. The City issued a Draft Plan in December 1997 and then adopted a final plan in August 1998. The Plan is a multi-faceted, broad-spectrum approach. In the category of real estate investment is the strategy of encouraging property acquisition and redevelopment.

After the City adopted the Plan, a number of events occurred. Among them, the City changed the name of Pacific Highway to Tukwila International Boulevard and contracted with a real estate consultant to work with the development community in encouraging investment within the corridor.

The challenges listed in the Draft Plan bore themselves out and the City finds that in order to see redevelopment within the near future, public partnership and involvement is necessary. The Final Plan listed a variety of methods and specific criteria for acquisition including City involvement by authority of urban renewal law. City partnership in private development requires the adoption of an urban renewal plan per RCW 35.81.

Urban Renewal Plan Requirements

Throughout the Washington State urban renewal law (RCW 35.81) are the fundamentals for an urban renewal plan. The following is a summary of the needed contents of an urban renewal plan.

The City must find (per RCW 35.81.050) that:

1. a blighted area exists in the city; and
2. rehabilitation, redevelopment or a combination thereof, of such area is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City.

The State statute specifically defines an "urban renewal plan," (RCW 35.81.010) as a plan that:

3. conforms to the Comprehensive Plan; and
4. is sufficiently complete to indicate such land acquisition, demolition and removal of structures, redevelopment, improvements and rehabilitation as may be proposed to be carried out in the urban renewal area.

Finally, in order for the City to pursue an urban renewal project within an urban renewal area, the City must find (per 35.81.060(4)) that an urban renewal plan:

5. affords maximum opportunity, consistent with the sound needs of the municipality as a whole, for the rehabilitation or redevelopment of the urban renewal area by private enterprise.

The existing Pacific Highway Revitalization Plan (August 1998) contains many of the concepts elicited by the urban renewal legislation. It explains the existing conditions of the corridor, which are characteristic of blight as defined by the urban renewal legislation. It lists public improvements and rehabilitation that should occur within the corridor and that the City hopes to achieve.

However, there are a number of missing elements, such as the definition of an urban renewal area and any indication of land acquisition.

The remaining update addresses the five elements of an urban renewal plan as laid out above. These elements are proposed as additions to the existing Pacific Highway Revitalization Plan, which will create an addendum, so that the Plan may be readopted as an urban renewal plan.

1. Blighted Conditions and Urban Renewal Area Boundaries

Blight

In order to designate an area for urban renewal, the City must declare the area blighted. The definition of blight (defined in RCW 35.81.010) is expansive and includes the following relevant items:

- Substantial physical dilapidation, deterioration, defective construction, material and arrangement and or age or obsolescence of buildings or improvements, whether residential or nonresidential, inadequate provision for ventilation, light, proper sanitary facilities, or open spaces as determined by competent appraisers on the basis of an examination of the building standards of the municipality;
- Inappropriate or mixed uses of land or buildings;
- Defective or inadequate street layout;
- Faulty lot layout in relation to size adequacy, accessibility or usefulness' insanitary or unsafe conditions;
- Deterioration of site(s);
- Diversity of ownership;
- Improper subdivision or obsolete platting;
- The existence of conditions which endanger life or property by fire or other causes, or any combination of such factors, is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency and crime;
- Substantially impairs or arrests the sound growth of the city or its environs, retards the provision of housing accommodations or constitutes an economic or social liability, and/or is detrimental or constitutes a menace to the public health, safety, welfare and morals in its present condition and use.

The Draft Pacific Highway Revitalization Plan (December 1997) outlines the difficult conditions in the corridor. Challenges evident in the area that place significant obstacles to redevelopment are shown in the table below. Most of these items are “blight” as defined by the State.

Matrix of Revitalization Plan Goals and Challenges

	Small Parcels	Few Vacant Parcels	Land Prices	Small Market	Poor Appearance	Resistance to Multi-Family	Lower Income	Residential Turnover	Reputation of Crime	Undesirable Uses	Incompatible Regional Plans	Limited Resources
1. Greater Prosperity	☹	☹	☹	☹	☹	☹	☹		☹	☹		☹
2. Sense of Community					☹			☹	☹	☹	☹	
3. Safe and Comfortable Area					☹				☹	☹	☹	
4. Multimodal Transportation System						☹						☹
5. Healthy Residential Areas			☹		☹		☹	☹	☹	☹	☹	☹
6. Attractive, Well-Maintained Area				☹	☹		☹	☹	☹	☹		☹

The following three sections summarize with the instances of poor appearance, crime statistics, and small and irregular parcel sizes that exist within the proposed urban renewal area.

Code Enforcement

The City has been categorizing code enforcement requests, requests for action (RFA) since 1992. A study was prepared to review the complaints generated from within the draft urban renewal area and for the City as a whole. While the overall number of complaints has not been significantly different in the proposed urban renewal area, the number of housing complaints is four times the number of

housing complaints elsewhere in the City. Housing complaints typically include plumbing, electrical, bugs/rodents and structural issues.

The State Department of Labor and Industries was asked to assist in investigations of complaints regarding the Southgate Mobile Home Park. The Department generated a nine page inspection report listing numerous violations. According to October 1999 conversations with the Department, compliance with the itemized violations has not occurred. Of the 54 units on the site, 20 remain uninhabitable.

Crime Reports

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Percentage of City parcel area within the URA	1%	Percentage of City population that lives in URA	5%
* Population is an estimates based upon the WA State Office of Finance calculations and number of persons per household.			

The Tukwila Chief of Police, in a memo dated October 6, 1999, supports the urban renewal designation. Police Department statistics show that violent crime in the proposed urban renewal area is 60% of the total crime as compared to other areas of the City where violent crime is only 43% of the total crime.

Property Characteristics

In addition to the social impediments, such as crime experienced in the area there are many physical challenges. Those challenges that are related to blight as defined in the state statutes, are the small and irregular parcel sizes and the high number of separate small ownerships.

As is explained in the Existing Conditions Report of the Draft Revitalization Plan, (December 1997) the rectilinear lots within the proposed urban renewal area of the corridor, were platted to orient to the north and south cross streets rather than Tukwila International Boulevard. The highway was then laid at an angle across the plats. The odd angles of intersection between streets and property lines create poor visibility of the commercial properties for either the north or southbound traveler.

Acquisition and reorientation by property owners within the corridor is highly varied, creating a mixed development condition of depth, size, directional orientation, in effect a haphazard state, which is not attractive or conducive to a successful commercial district. Future safety and improvement projects will constrain the already small sized commercial lots and emphasize this more challenging condition.

Urban renewal area boundaries

The urban renewal designation allows the City to actively participate as a property owner in partnership with private enterprise. The proposed boundaries for the urban renewal area are limited to a relatively small seven-block area. (Figure A1) The City anticipates limited involvement in urban renewal projects within the heart of the corridor and is currently planning one urban renewal project at the intersection of S. 144 St. and Tukwila International Boulevard.

The proposed urban renewal area is sized to show the intent of the City to narrowly focus its resources and yet large enough to

potentially act as a catalyst for rehabilitation and redevelopment. The boundaries are sufficiently large enough to allow the City to expand the limits of its project if it needs to do so. For example, of benefit to all properties within the area are below market loans available through the Federal Home Loan Bank for housing in urban renewal areas. The area is also large enough to document the conditions of the area and regular enough to be readily recognizable and describable.

2. Necessity and Purpose

By legislative determination, the City of Tukwila finds there is a purpose and necessity for an urban renewal plan. Within the Tukwila International Boulevard corridor and in particular within the urban renewal area there are economic and social liabilities, which retard the sound growth of the City and the provision of housing.

This area consumes an excessive proportion of City revenues because of extra services required for police and other forms of public services. The City locates and operates video cameras within the corridor in order to deter crime and provide back up services. These cameras must be maintained and serviced. In addition, this corridor contains the only vacant parcels of medium and high density housing with available infrastructure that remains undeveloped.

3. Comprehensive Plan Conformance

The Tukwila Comprehensive Plan was adopted in 1995. The Plan laid out four main objectives, with number one being, *"to improve and sustain residential neighborhood quality and livability"* and number two being, *"to redevelop and reinvigorate the Pacific Highway corridor."*

The Pacific Highway corridor travels through the heart of one of the City's largest residential neighborhoods. The corridor also is zoned to act as a primary neighborhood service center for the City's residents. Its revitalization and improvement is an integral component to the Plan's number one objective of improving residential quality and livability.

A number of the City's Economic Development policies also support an urban renewal approach.

Policy 2.1.5 Act in partnership with the private sector to fund infrastructure as part of a sub-area plan to encourage redevelopment as an inducement to convert outdated and underutilized land and buildings to high valued and or appropriate land uses.

Policy 2.1.9 Seek funds from non-City sources and authority for the City to directly encourage economic development.

In addition to the Comprehensive Plan's policy direction on the design of public and private improvements within the corridor, the Plan directed the *development of a strategic and financial plan that facilitates private and public investment*. The subsequent Pacific Highway Revitalization Plan (August 1998,) was adopted as a policy document of the City to guide the improvement of the corridor.

The Pacific Highway Revitalization Plan anticipated the use of the urban renewal statutes in order to facilitate property assemblage and to enhance the financial feasibility of redevelopment. Its policy to "*Encourage investment in the Pacific Highway Corridor by actively brokering development,*" goes on to list the method of urban renewal as an available tool.

In summary, existing policy supports the City's undertaking a public role in private redevelopment through an urban renewal project.

4. Areas of Acquisition, Redevelopment and Rehabilitation

An urban renewal plan must be sufficiently complete to indicate such land acquisition, demolition, and removal of structures, redevelopment, improvements and rehabilitation as may be proposed. ~~indicate with some specificity what land is to be acquired, buildings demolished or redeveloped or what improvements are to be carried out in the urban renewal area.~~

The Pacific Highway Revitalization Plan (August 1998) identifies a number of regulatory changes and public improvements and programs that are to occur; however, at the time of the Plan's development, the City did not identify properties where they anticipated land acquisition and demolition.

The urban renewal area is comprised of approximately seven blocks. Within those blocks are land use, building and property conditions that are more likely to result in or to require acquisition, redevelopment and rehabilitation. The Redevelopment/Rehabilitation Analysis Map (Figure A2) indicates land that staff has judged most likely to be acquired, redeveloped or rehabilitated by either the City or a private entity in the urban renewal area.

This map does not commit the City to property acquisition, but prioritizes sites that are ripe for redevelopment or rehabilitation. Site acquisition by the City will be guided by the criteria established in the Revitalization Plan (August 1998) as well as the conditions portrayed by Figure A2. When acquiring property within the urban renewal area, the City shall use an approach that encourages private enterprise and public/private partnership. The City will conduct transactions in the private real estate market and acquire property through freely negotiated purchases. The power of eminent domain shall be reserved for that unique situation where other acquisition methods have failed and the City Council determines it is necessary to ensure the success of a specific urban renewal project.

In the future, the City may see that the urban renewal area has additional needs and or opportunities that require or benefit from public resources or partnership. At this point in time, one urban renewal project is ~~planned urban renewal projects~~ proposed by the City ~~will to~~ occur after preparation of a financial plan.

5. Maximum Opportunity for Private Enterprise

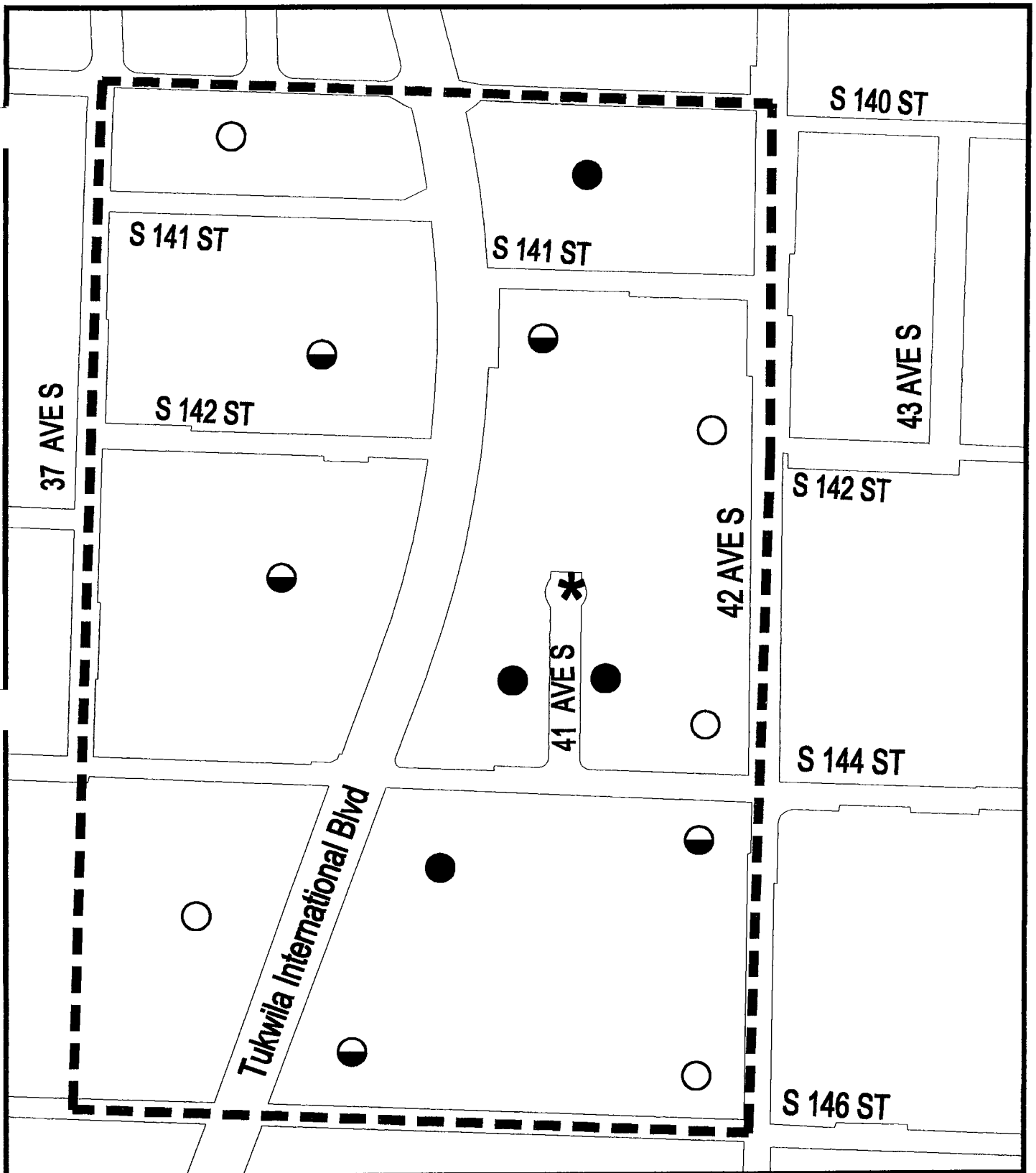
The existing Pacific Highway Revitalization Plan contains numerous recommendations for City programs, services and regulations whose intentions are to encourage and maximize the investments by private individuals in this corridor. The proposed urban renewal addendum is just one strategy among the many whose overall goal is to support and bolster real property investment and rehabilitation.

More specifically, an urban renewal project at the S. 144 St. and TIB intersection will allow the City to fulfill its public need to construct a



city facility at a prominent location within the corridor, install a public amenity into a critical corner, and maintain a valuable commercial site for private redevelopment. The City further assists private redevelopment by assembling nine smaller lots into one larger more viable site and rearranging street right of way to create a more functional arrangement.


Summary

The Revitalization Plan is a multi-year, multi-task plan. The strategies provide alternatives for implementation, in order to allow flexibility and are responsive to short term and minor changes in needs and conditions. As the City works to implement the adopted strategies and improve the corridor, refinement and modification, as with this urban renewal plan, may occur.



Redevelopment / Rehabilitation Analysis

-  Minimum-Parcels generally meet standards, intensification of development is optional.
-  Medium-Parcels could be improved through redevelopment/modification to meet standards.

 Maximum-Parcels acquisition, assemblage and demolition is necessary in order to meet standards.

 Urban Renewal Area Boundary

 Vacate street/locate driveway to Normandy Court parking lot.

Figure A2



North



11/99

Pacific Highway Revitalization Plan

August 1998

Acknowledgements

The Pacific Highway Revitalization Plan is the result of three years of effort. Many were involved; however, there are those who due to their degree of personal involvement, deserve special recognition. They are as follows:

Tukwila Mayor

John "Wally" Rants

99 Task Force

Donald Demulling
Ellen Gengler
David Livermore
Dwight McLean
Vern Meryhew
Debbie O'Brien
Tim O'Brien
Arthur Rosengren
Jack Scott
Mike West

Tukwila Planning Commission

Sherryl Gunnels*
David Livermore
George Malina
Henry Marvin
Vern Meryhew
Grant Neiss
Kathryn Stetson

Tukwila City Council

Pam Carter
Joe Duffie
Allan Ekberg*
Dave Fenton
Jim Haggerton
Joan Hernandez
Pamela Linder
Steve Mullet

Real Estate Panel

Richard Embry, *Gramor Development Co.*
Pat Lindsey, *Kidder, Matthews and Segner*
John Magnuson, *Residential Property Developer and Manager*
John Peehl, *Mr 99 Associates, Inc.*
Tom Santee, *Rainier Properties*

* Former member

Mike Scott, *Dupre and Scott*
Kurt Sorenson, *Kidder, Matthews and Segner*

Tukwila City Staff

Steve Lancaster, *Director, Community Development Department*
Moira Carr Bradshaw, *Project Manager*
Diana Painter, *Project Manager*
Sharon Dibble, *Graphics*
Ross Earnst, *Public Works Director*
Robin Tischmak, *Project Manager, Public Works*
Brian Shelton, *City Engineer*
Ron Cameron, *Former City Engineer*
Pat Brodin, *Water and Sewer Utilities Manager*
John McFarland, *City Administrator*
Evelyn Boykan, *Human Services Coordinator*
Don Williams, *Parks and Recreation Director*
Doug Partlow, *Tukwila Police Department*
Tom Kilburg, *Crime Prevention Officer*
Bob Abbott, *Crime Prevention Officer*
Alan Doerschel, *Finance Director*

Technical Advisory Panel

Val Batey, *Sound Transit (formerly Regional Transit Authority)*
Dave Cantey, *King County Metro*
Paul Alexander, *King County Metro*
Craig Stone, *Washington Department of Transportation*
Dave Hildebrandt, *Washington Department of Transportation*
Seyed Safavian, *Washington Department of Transportation*
Dave McCormick, *Washington Department of Transportation*
Dale Schroder, *City of SeaTac*
Henry Brown, *Seattle City Light*
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Terry Matelich, *ValVue Sewer*

Consultants

John Owen, *MAKERS*
David Goldberg, *MAKERS*
Ben Frerichs, *ECS*
Michael Stringam, *Perteet*
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Forward

This is the last in a series of documents prepared to understand, study and plan for the Pacific Highway neighborhoods and business district. It is a summary of four years of effort and an invitation to others to join with us in the improvement of a vital link in our community.



The residents of the Pacific Highway area chose to annex to the City of Tukwila seven years ago. In the ensuing years, residential and corporate members of the community, in partnership with the City, have accomplished much.

A community-wide outreach program, known as Vision Tukwila, identified as a top priority the task of making the Pacific Highway South corridor safer and more livable. Crime along the corridor has been substantially reduced. An on-going highway clean-up and beautification program has been established through the initiative of local merchants. Community involvement in a number of programs consistent with the direction given during our Vision Tukwila series has reached an all time high.

This Revitalization Plan was developed over a number of years with extensive public and professional input. It tells the story of the area's change and lists actions that are to come. These strategies are a consensus on the City's approach. The City has already launched an aggressive marketing campaign to attract economic activity through redevelopment.

In short, there are a number of positive and exciting things occurring that promise to bring a new vitality and image to Pacific Highway South. Extensive public and private resources, however, are required for the continual and gradual redevelopment of the Pacific Highway corridor. This Plan is an invitation to existing property owners, interested developers and citizens to become or stay involved in the programs and opportunities laid out. The vision expressed by the citizens requires us to sustain the partnerships between the City of Tukwila, its community and other public and non-profit agencies and to build new partnerships with others who are interested in the future.

John "Wally" Rants
Mayor



Table of Contents

Accountability	7
Partnerships	11
Strategies	15
1. Real Property Investment	18
2. Market Expansion	23
3. Community Development	24
4. Infrastructure and Facilities Investment	27
Resources	39

List of Tables

Table 1: Revitalization Plan Timeline	17
Table 2: Recommended Pacific Highway Design Criteria	28
Table 3: S. 144 Street Intersection Design Comparison	29
Table 4: Estimated Implementation Costs for Pacific Highway Revitalization Plan Strategies	41

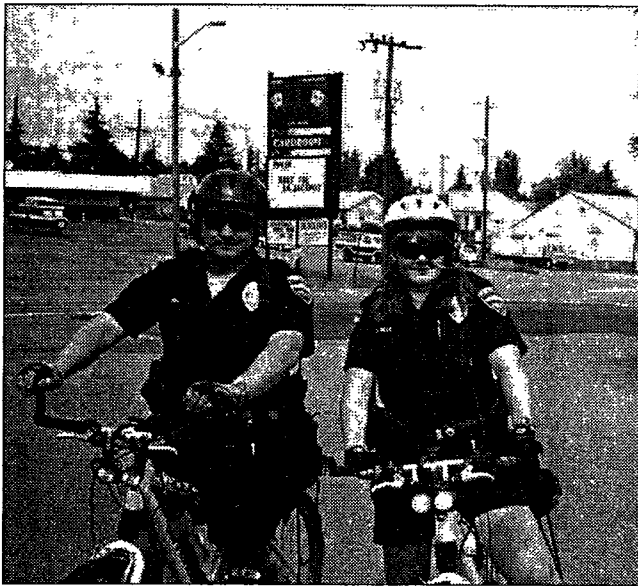
List of Figures

Figure 1: Vicinity Map	9
Figure 2: Zoning and Enterprise Development Zone Map	19
Figure 3: Commercial/Residential Buffer Areas	22
Figure 4: Bulbing for Pedestrian Crossings	29
Figure 5: Utilities Deficiency Map	33
Figure 6: Cross Streets Improvements Plan	35



Accountability

Have City efforts on Pacific Highway been productive and effective? Do they reflect the desired direction of its citizens?



For a number of years the City has focused its resources on improving public safety throughout Tukwila, but with particular emphasis on its section of the Pacific Highway Corridor. **Figure 1** illustrates the location of this corridor in the region. As a result of the Tukwila programs and services, the City has become a national leader in reducing crime and has been featured in national news reports for being innovative and progressive. Serious crimes have dropped over the last two years, in particular within the last year, there was a 28% drop in violent crimes. Moreover, public safety is only one measure of the City's commitment and effectiveness. The following list shows the breadth of actions being taken.



Safety and Human Services



- Manage a community policing program, which included the hiring of six additional police officers.
- Administer a Multi-housing Crime Free Program, which resulted in a Municipal Achievement Award from the Association of Washington Cities.

Reported crimes in certified Crime Free Multi-housing is down 57% from 1995.

- Support a "Citizen's Patrol" by training and equipping a group of residents and business owners who walk the highway in order to create a

presence and report suspicious activity.

- Regulate "adult entertainment" uses through detailed licensing, operating and location procedures.
- Engage in police emphasis patrols and

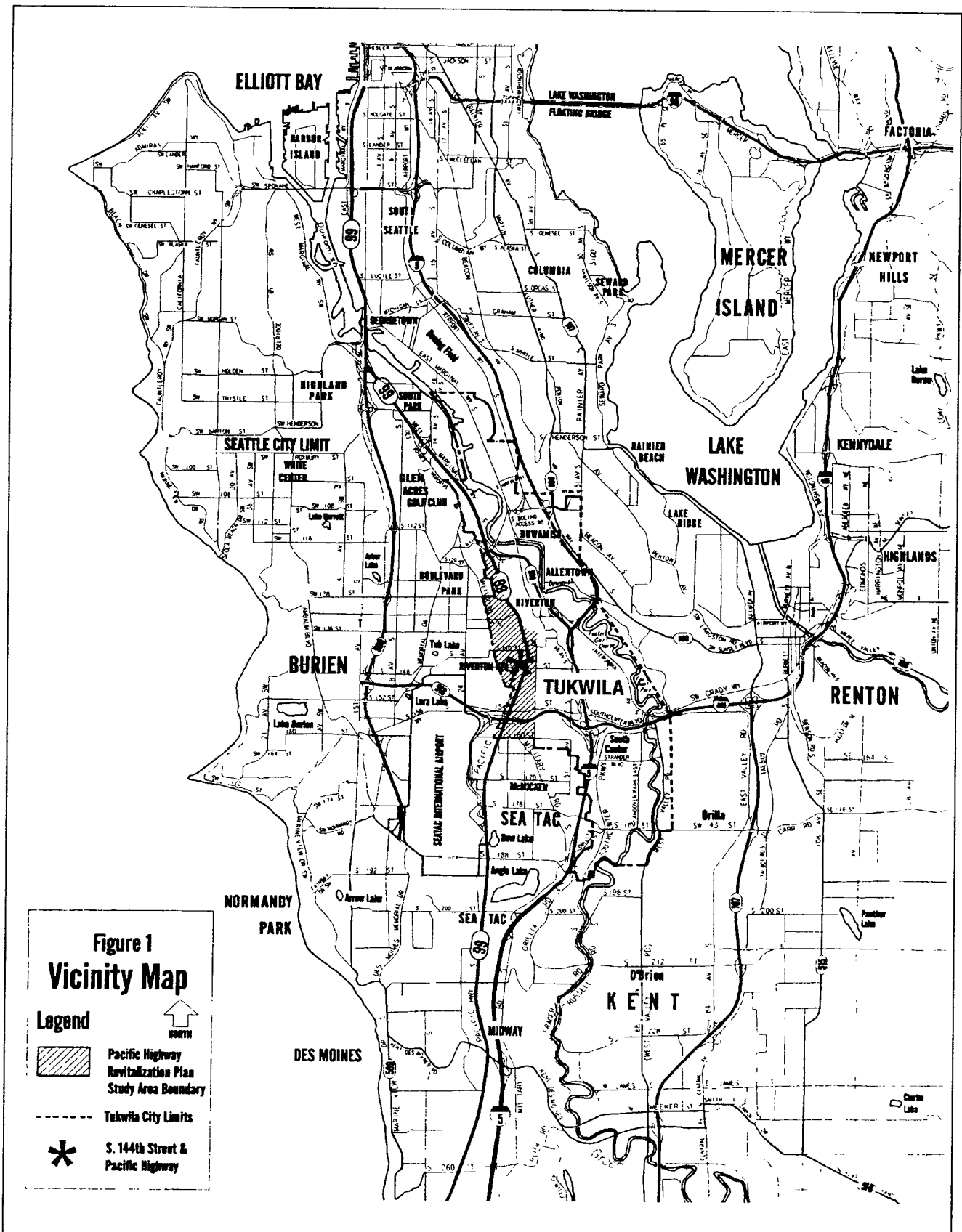
enter into criminal trespass contracts with property owners.

- Operate a "Neighborhood Resource Center." The Center houses the video monitors for the cameras mounted along the highway, keeping an electronic eye on corridor activity. Staff includes a crime prevention officer, community volunteers and the City's bicycle patrol.
- Spend \$275,000 annually in assistance programs that provide emergency assistance as well as job and education skill building.
- Staff an Apartment and Motel Managers Network that meets monthly to share information and build skills on property management techniques.

Infrastructure and Facilities Investment

- Spending \$8.65 million in local funds to improve 42 Avenue S. with curbs, gutters, sidewalks, intersection improvements and street illumination.
- Obtained \$3.8 million in state and federal funds for the Pacific Highway reconstruction project.
- Installed pedestrian paths and improved storm drainage on S. 152, S. 150 S. 148 Streets and 37 and 33 Avenues South.





- Spent \$280,000 on street and storm drainage improvements to 32 Av. S. between S. 135 and S. 137 Streets.

The City has also spent several years planning and updating its codes to reflect the new Tukwila.

Development Incentives

- Adopted a new Comprehensive Plan and modified sections of the Zoning Code to allow a wider range of commercial services along the corridor in 1995.
- Established a City Enterprise Zone (see Figure 2, Zoning Map for boundaries) along the corridor that allows the City to pay the costs of improving public infrastructure when typically required of private development.

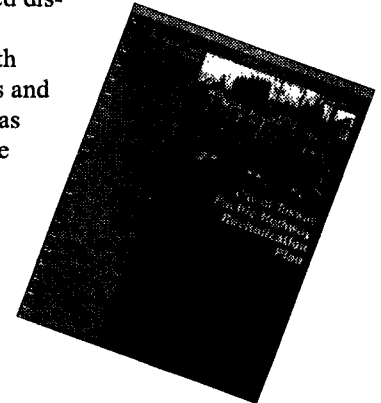
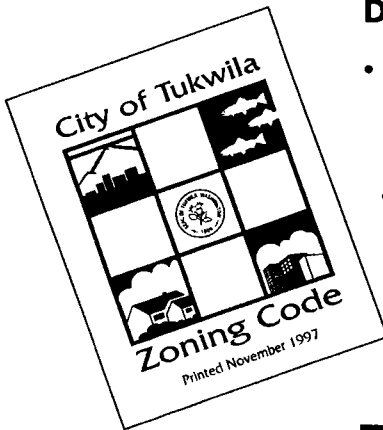
Public Involvement

As part of a comprehensive planning process to establish a direction for the City's strategic efforts in the Pacific Highway area,

the Mayor convened a task force of business and property owners. In conjunction with the task force, the City conducted over 65 public meetings that included some or all of the following groups.

- business owners
- property owners
- residents
- affected government agencies
- Tukwila Planning Commission
- Tukwila Economic Development Advisory Board (EDAB)
- Southwest King County Chamber of Commerce
- real estate, housing, and transportation experts
- neighborhood community groups
- Tukwila City Council

Although not the end of the City's efforts, this summary or final Revitalization Plan is the culmination of four years of discussion and debate and marks an important mid-point in City actions. There will be continued discussion and involvement with property owners and the community as the strategies are implemented.





Partnerships

Do individuals make a difference? How can personal or business choices change a community's well-being?



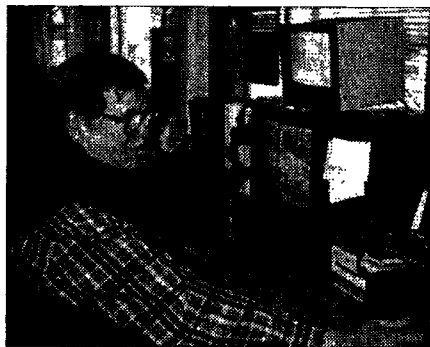
'Maintaining a healthy community requires everyone to "pitch in together as a community."'

Communities are complex environments of individuals making independent decisions. These varied autonomous decisions resulted in the corridor as we know it today. In recent years, individuals have begun acting as partners with common goals. The residents effort to annex this area to the City of Tukwila pre-saged future measures aimed at improving the neighborhood including its commercial core.

Residents, businesses, property owners and their managers, and organizations have individually and in partnership taken steps to improve the Pacific Highway corridor. Below is just a *small* sampling of the people or groups making a difference in the area.

Richard Simpson

Richard moved into the Cascade View neighborhood thirty-six years ago when he was employed by the Boeing Company. He remembers buying his house in a real estate office that now houses the Neighborhood Resource Center. He was involved in the annexation effort for the Cascade View neighborhood and was a proponent of providing a public presence on the highway. Retired now, he donates considerable time to civic efforts by serving on the Library Advisory Board and the Community Oriented Policing Board and by spending six hours a week at the Neighborhood Resource Center.

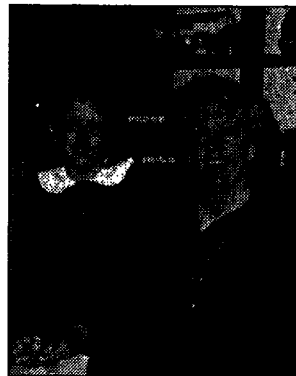


Cathy Bell

Cathy moved here twelve years ago because it was close to a job and she was impressed with the street, the look of the neighborhood where her house is located and its convenient location. When she had her last child she began work at home full time and

began volunteering, first as a "McGruff House," which is an after school safe house for children, as a Block Watch captain, as a volunteer with the Citizens Patrol and now at the Neighborhood Resource Center.

She thinks that maintaining a community that is healthy requires everyone to "pitch in together as a community." Although school statistics show a high turnover of students, she has a strong network of friends in the community who help each other and have been in the community for a long time.



According to Cathy, things are going well for the area but she feels strongly about the need to beautify Pacific Highway. She is also frustrated about the properties that remain eye-

sores and wonders if we could be persuasive with recalcitrant property owners by using incentives. As things continue to improve, she hopes to see a neighborhood park on the west side of the highway.

Hometown True Value Hardware

Lynn Livengood and his wife Jo Ann bought the hardware store from the previous owner in 1961 and since then have remodeled six times, expanding the store from 4,800 square feet to 12,000 square feet. Their new garden center has been their biggest growth department and was the latest remodel.

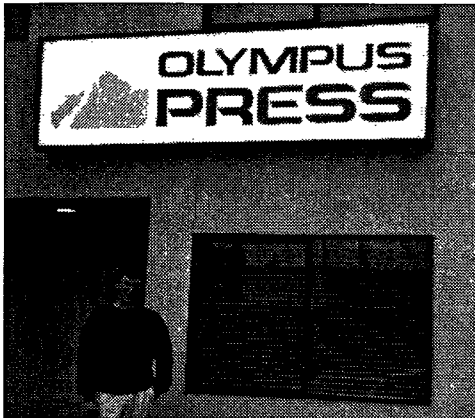
He has a self-reliant attitude and feels that businesses need to do things on their own to see business growth. For example, to compete with the big box retailers like Home Depot and Eagle, he offers superior customer service, convenient rental products and services, competitive pricing, etc.



Lynn thinks that more businesses in the corridor would be of value to him as a retailer and that the surrounding neighborhood, which is his customer base, is good. The area appeared to be in decline for a time but he thinks that the area is coming back and that there is still more potential in the neighborhood for growth and improvement.

Olympus Press

Five years ago, Frank Vertrees and Glenn Blue owners of Olympus Press, started looking for a larger space. Previously located in



West Seattle, they wanted a location that was close to downtown yet accessible with easy access in all directions. The property and building they bought is at the corner of Military and S. 150 Street. Despite some vandalism, they like the area and hope to continue here. Since locating in the Pacific Highway corridor they've doubled their business, are up to 45

employees and are one of the top 50 printing firms in the Pacific Northwest.

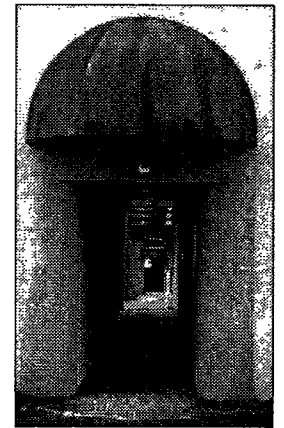
Jeff Katrell started at the company shortly after it opened in Tukwila and after organizing their shipping department became a jack of all trades for the organization. He donates time to the 99 Action Committee.

Avalon Apartments

Pat Fox, manager of the Avalon Apartments for three and a half years, says that

his decision to screen his incoming tenants and then be as aggressive as possible in evicting tenants who engage in criminal behavior are the keys to his success as a property manager. His screening criteria costs only \$32.00 for each tenant application and provides him with criminal, drug and credit histories.

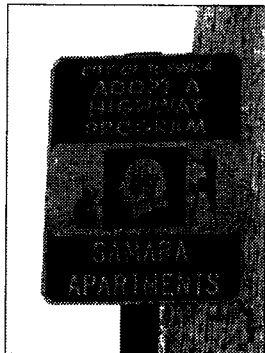
According to Pat, "Neighbors need to get together and do what the City can't do."



Samara Apartments

Two years ago Barbara Brown, her husband, and Bob Counsellor took on management of the complex. In addition to the two full time managers there is a full time groundskeeper who lives on site. Besides the screening requirements they have for the po-





tential residents, the managers routinely walk the property night and day and have surveillance cameras in the common areas.

An interesting note about the complex, which was built in 1968, is that many of the residents have extended family within the complex and of the 129 units only 11 units have tenants who are American born. The Samara maintains a waiting list in order to accommodate those interested in living here.

Ms. Brown said that the appearance of the neighborhood can detract from the living environment and that they speak with their neighbors about problems they face in an attempt to work things out. An important advantage for them is that they work for a property owner who supports maintaining both the reputation and condition of the property.

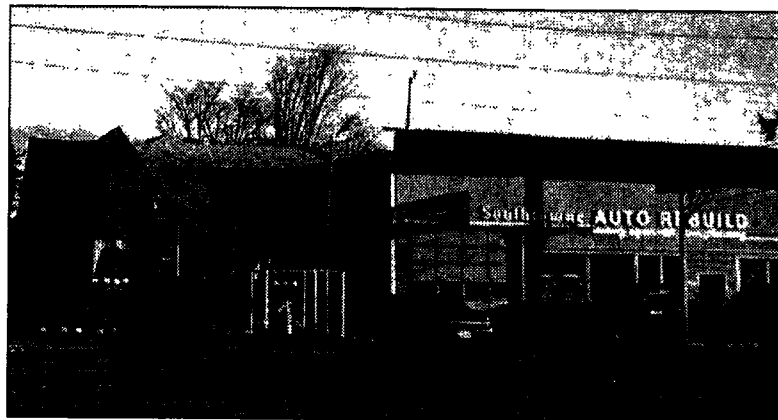
99 Action Committee

Although initially conceived as a coalition of businesses, the Committee quickly became a partnership between local business owners, surrounding residents and City staff. The Southwest King County Chamber keeps the group organized and lends clerical support. Committee members keep their eyes on the street, have a phone and fax tree, organize trash

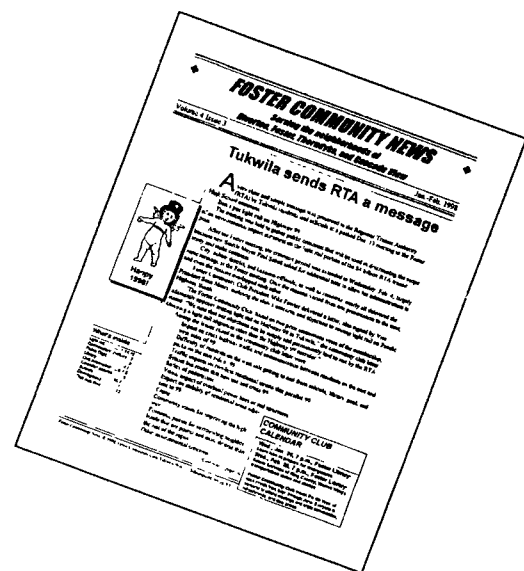
Neighbors Working Together



Making a Difference in Tukwila



pick-ups, and have a juried "beautification contest." Last years winners were Mike and Donna West of Southtowne Auto for their efforts with a property they recently bought adjacent to their auto rebuild business. The group's successes were recently affirmed with an Association of Washington Cities Municipal Achievement Award.



Foster Community Club

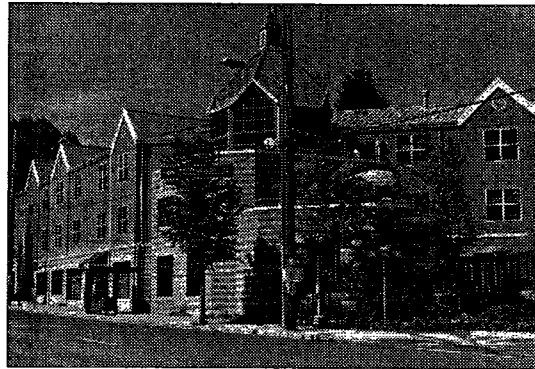
The Club includes residents from the Riverton, Foster, Thorndyke and Cascade View neighborhoods. It is a community oriented group of individuals who hold monthly meetings and share an interest in the community. Their "Foster Community News" is published five times a year and contains advertisements for local people, businesses and events as well as commentary and news.



Strategies

What additional assistance is desirable to aid in supporting a safe, healthy, and prosperous area?

INFRASTRUCTURE INVESTMENT



REAL PROPERTY INVESTMENT

COMMUNITY DEVELOPMENT



MARKET EXPANSION

This is a summary of the strategies chosen by the City to implement its revitalization effort along the Pacific Highway Corridor. A draft list of strategies in the Pacific Highway Draft Revitalization Plan (Tukwila, December 1997) was presented to the community and the Tukwila City Council along with detailed information and analysis. To obtain more detail on the study area and on the adopted strategies, refer to the Draft Plan.

We have targeted four areas for action:

- real estate investment,
- market expansion,
- community development, and
- infrastructure and facilities investment.

Each area of action has a list of City sponsored capital projects, departmental programs and or development standards.

A timeline shown in **Table 1** provides an overview of the revitalization strategies and lays out a logical sequence for the strategies. The actual time frame for implementation will depend in many cases on locating additional funding and or the opportunity to “partner” with a private party or a public

agency. We consider the timeline’s sequence of actions more critical than actual dates. Equally critical are the resources to implement the Plan, which is discussed in the final section.

This Plan guides the City of Tukwila as it works with individuals, groups, and agencies, and spends its resources. City staff working with identified individuals or groups will carry out each strategy. Because so much in the environment is beyond City purview, this Plan’s revitalization package relies upon partnerships, careful timing and a public information and involvement program. Partnerships are vital as they expand the scope and degree of the City’s involvement and extend its resources.

This Plan authorizes actions that will lead to project and program refinements and strategy modifications. The vision and the goals for the area that are adopted in the City Comprehensive Plan, and that are outlined in the **Draft Revitalization Plan, Table 1, Revitalization Plan Goals, Objectives, Criteria**, will remain as the guiding principles as our work evolves.

Table 1: Revitalization Plan Timeline	1999	2000	2001	2002	2003	2004	2005+
Real Property Investment							
Housing Agencies Partnerships & Code Enforcement	✓	✓	✓	✓	✓	✓	✓
Improvement Grants & Demonstration Project		✓	✓	✓	✓	✓	✓
Aggregation of Redevelopment Sites Incentive Program	✓	✓	✓				
Standards Flexibility	✓	✓	✓				
Setback Modification	✓	✓	✓				
Property Brokerage & Acquisitions	✓	✓	✓	✓	✓	✓	✓
Market Expansion							
Residential Density Modification for NCC Zone and Multi-family allowance in RC Zone	✓	✓	✓				
Community Development							
Neighborhood Improvement Programs <ul style="list-style-type: none"> • Neighborhood Signs • Tree Planting • Stream Clean-ups 				✓	✓	✓	✓
Art in Infrastructure	✓	✓	✓	✓	✓	✓	✓
Code Modifications for Improved Design <ul style="list-style-type: none"> • Pacific Hy Design Manual • BAR review of development in RC Zone • Zoning Code's Landscape Chapter • Sign Amortization 	✓	✓	✓				
Public Involvement/Marketing Program	✓	✓	✓	✓	✓	✓	✓
Ped./Bike/Transit Plan				✓	✓	✓	✓
Strategic Plan for Educ	✓	✓	✓	✓	✓	✓	✓
Infrastructure and Facilities Investment							
Pacific Hy. Improvement	✓	✓	✓	✓	✓	✓	✓
Infrastructure Upgrades <ul style="list-style-type: none"> • Improve water lines and fire hydrants • Improve Telcomm. • Create a Cross Street Improvement Plan • Reconstruct Cross Streets 	✓	✓	✓				
Neighborhood Resource Center	✓	✓	✓	✓	✓	✓	✓
Cascade View Park				✓	✓	✓	✓
Southgate Park				✓	✓	✓	✓

Real Property Investment

Advance property owner responsibility in the maintenance and management of existing housing by combining City code enforcement with partnerships

Critical to success of the area's revitalization is the challenge of rehabilitating poorly managed and substandard multiple family developments. One part of the City's overall approach will consist of a dual program of:

- diligent City enforcement of code requirements and improvement incentives to current property owners, and
- active pursuit by the City for interested, reputable private property owners or quasi-public and nonprofit housing advocates.

Responsible Department and its Role

The Uniform Housing Code and the Tukwila Municipal Code Nuisance Chapter are the primary codes establishing minimum residential rental requirements that can be enforced. This function is performed out of the Mayor's Office. Other codes however are also critical components for minimum living standards and will play a role in the implementation of this strategy. The Police Department's Crime Prevention officers who provide security reviews and recommendations as part of the Crime-free Multi-housing program, the Fire Department, who inspect property annually for fire safety,

each have a separate code or responsibilities.

The Mayor's Office will be responsible for a coordinated City code enforcement program. This responsibility will be combined with the role of coordinating and encouraging housing

investment and partnerships with non-City agencies and investors. The City will use the Pacific Highway "site selection criteria" (see page 23), and will pursue available housing funds and housing advocates to match programs with properties in the corridor.

Stimulate maintenance and improvement of property in the Pacific Highway corridor by offering rehabilitation funds

A significant challenge in the Pacific Highway corridor is that history and appearance of the area form the basis for the region's perceptions. The purpose of this strategy is to create an incentive for private property owners to improve the physical conditions and appearance of their properties.

The City will develop and sponsor a grant program for site rehabilitation of multi-family and commercial properties. This program will be available on sites within the study area where financial participation is matched by the property owner or lessor.

In order to promote the program, the City will arrange for a demonstration project and or other means to encourage property owner participation.

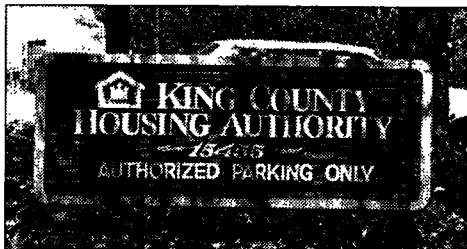
Responsible Department and its Role

The Department of Community Development is responsible for development plan review and will implement a site improvement grant program.

Encourage redevelopment within the commercial district by creating aggregation/redevelopment areas

The City will begin the process to amend the Comprehensive Plan and Zoning Code Maps to allow commercial development of 4 selected multi-family zoned properties. The four sites are identified in **Figure 2**. They were chosen because of the potential for redevelopment and in order to encourage

A significant challenge in the Pacific Highway corridor is that history and appearance of the area form the basis for the region's perceptions.



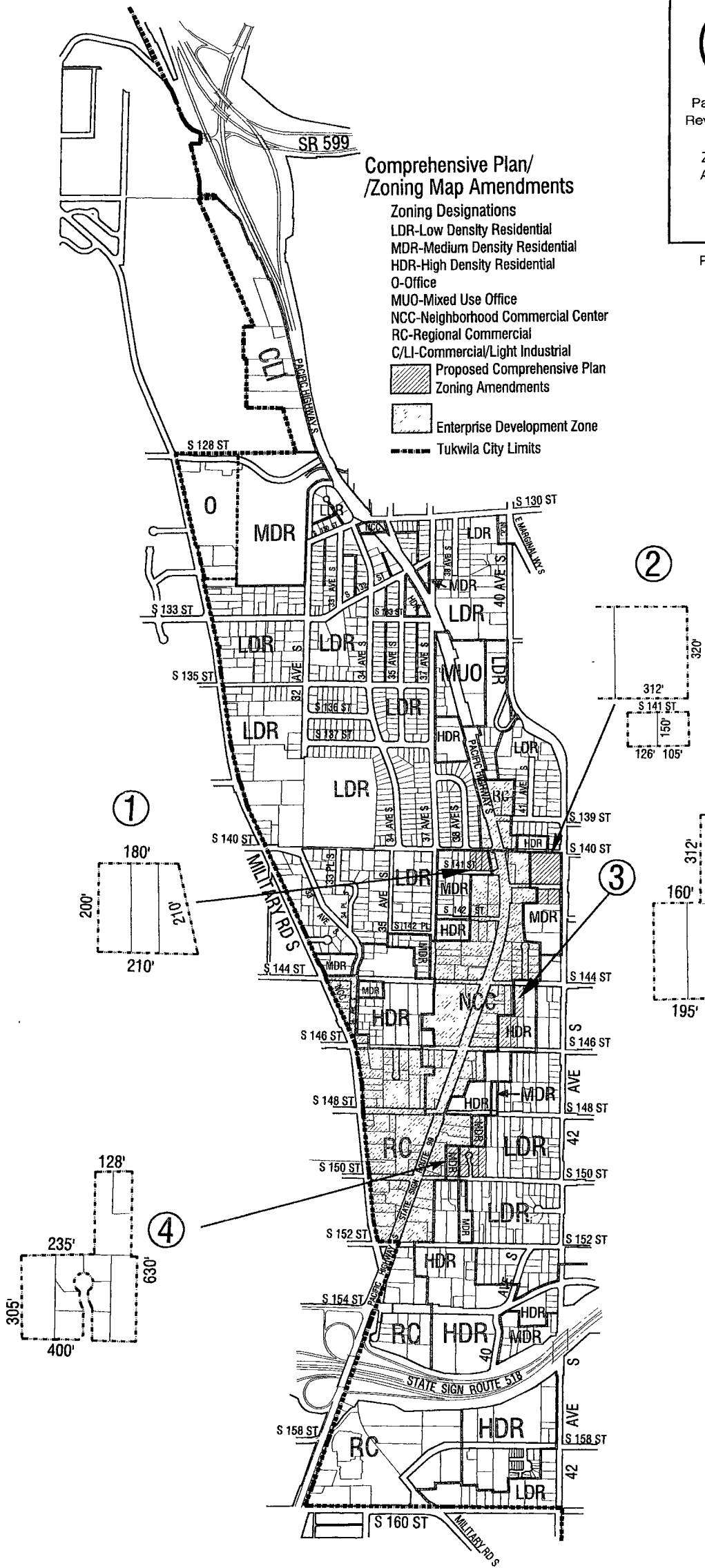


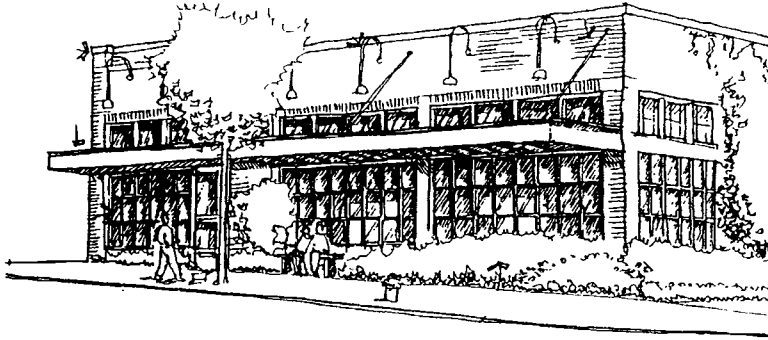
Pacific Highway
Revitalization Plan
Figure 2
Zoning Code
Amendments
No Scale
7/98

Revised 9/99

Comprehensive Plan/
Zoning Map Amendments

- Zoning Designations
LDR-Low Density Residential
MDR-Medium Density Residential
HDR-High Density Residential
O-Office
MUO-Mixed Use Office
NCC-Neighborhood Commercial Center
RC-Regional Commercial
C/LI-Commercial/Light Industrial
Proposed Comprehensive Plan
Zoning Amendments
Enterprise Development Zone
Tukwila City Limits





consolidation of small parcels into sites that are more attractive due to a larger size and wider configuration. The Comprehensive Plan and Zoning Code would be amended to include appropriate policy and a process, respectively.

All four sites front on a principal street, Pacific Highway, two or more local access streets, and are adjacent to residential districts. Development of these sites must assist in providing a visual and physical transition between the commercial corridor and these two types of neighborhoods. Each development site will be required to demonstrate to the Board of Architectural Review (BAR) that the proposed site plan and buildings successfully accomplish an acceptable transition in bulk, setbacks, landscaping and architectural style. Specific redevelopment criteria shall also apply.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Allow more efficient use of sites and encourage pedestrian friendly development by providing flexibility in applying landscaping and setback standards in the commercial district

The City will begin the legislative amendment process to grant the Board of

Architectural Review the authority to waive landscaping and setback standards, in the NCC, RC, and MUO zones adjacent to Pacific Highway in conjunction with a complete review and approval of full site development.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Improve the transition between residential districts and adjacent commercial structures by modifying the setback standards

Figure 3, page 22, illustrates the preferred concept for back and side yard setbacks for commercial development sites adjacent to residential districts. The setback should be based upon the overall height of the structure rather than the number of stories in a building in order to minimize the impact of commercial buildings on residential properties.

Responsible Department and its Role

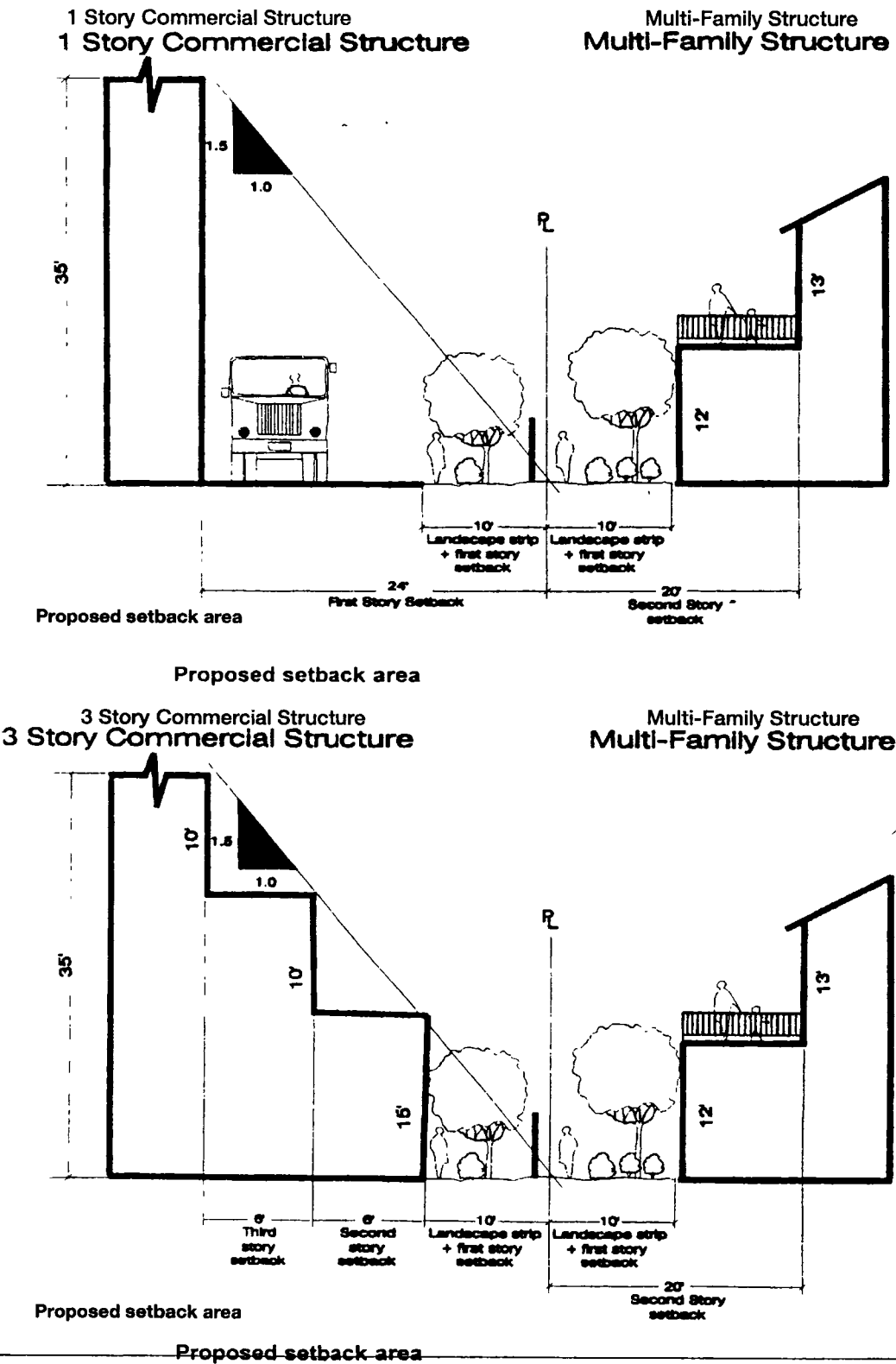
The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Encourage investment in the Pacific Highway Corridor by actively brokering development

The purpose of this strategy is to promote the redevelopment of sites that are a deterrent to the area's overall revitalization. The City has a number of options available for either engaging in development directly, or brokering development for private parties. This type of effort is costly and City resources are limited. Where, when and how City resources are spent will be carefully considered and weighed against anticipated benefit.

In all cases of purchase or brokering

Figure 3: Commercial/
Residential Buffer Areas



property acquisition, the City will use the following criteria.

Site Selection Criteria

- **Sites whose current use is considered undesirable:** The City may eliminate a business or housing that has threatened public safety or been associated with illegal drug activity. For commercial properties, this may require purchasing the property and the business. These uses may be profitable, however, making some of these sites more expensive than sites with poorly performing businesses.
- **Sites at key locations:** Key locations are those properties that are highly visible or strategically located, such as those at intersections or commercial sites that do not have a desirable relationship to neighboring residential districts. Quality development in visible locations can greatly improve the image of an area and can serve as seed projects encouraging further redevelopment.
- **Sites that are constrained:** Occasionally, the City can facilitate redevelopment by purchasing and clearing parcels of their structures. The City could also assemble several small parcels to create a larger parcel that is more suitable for modern development.
- **Sites that are needed for a public purpose:** Some sites may be purchased because the parcel is suitable for a public purpose. Construction of public amenities or infrastructure in the Pacific Highway corridor can demonstrate the City's commitment to the area and provide valuable civic amenities and or services. (*See Infrastructure and Facilities Investment category below.*)

Optional Purchase Methods

Strategic yet limited purchase of property for either redevelopment for public use or for future private development, would give the City the opportunity to have a positive

impact on the image and character of the area. This approach will affect the type of redevelopment opportunities available in the corridor. The following are three optional methods for acquiring sites within the corridor.

- **Broker redevelopment projects:** The City may work with investors, developers and bankers to broker redevelopment projects within the Pacific Highway corridor.
- **Acquire sites for public facilities:** The City may purchase key sites for public purpose, benefit or use.
- **Apply the urban renewal law:** The City may authorize public purchase of blighted properties for future development. This option requires that the City modify the Revitalization Plan to perform the role of an urban renewal plan and to designate a "blighted area."

Responsible Departments and its Roles

The Mayor's Office will contract with a person (referred to here as the 99 Coordinator) to perform the above role. The 99 Coordinator will:

- report directly to the City Administrator;
- foster relationships with development, real estate and banking communities;
- coordinate internal City processes and resources by acting as an ombudsperson for the Pacific Highway area;
- research and target State, Federal, and regional funding sources and programs that may be used for revitalization activities;
- act as a visible advocate within the City and community for the area and organize support for revitalization of the area with the assistance of the Southwest King County Chamber of Commerce and the Economic Development Advisory Board (EDAB)

Contracting with a qualified person sends a message to the development community of the City's commitment to achieving the goals

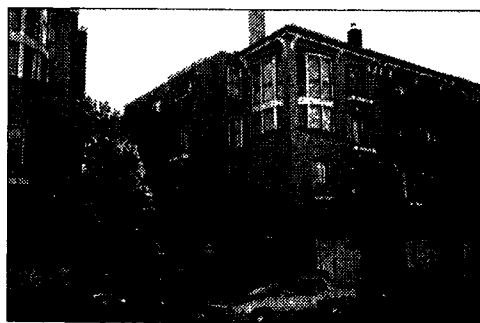
of this Plan. This action provides a "point person" for public contact, provides the City with an individual who is familiar with the development process, and ensures that the efforts listed herein will receive the full attention of an individual.

Market Expansion

Expand the number of households in the trade area and seek to raise the overall level of quality in the residential environment

1. Allow multi-family development in certain areas of the Regional Commercial (RC) zone

There are certain areas within the Regional Commercial districts of the Pacific Highway area that have a residential character. These present opportunities for



additional residential development that would be in character with surrounding development, that could assist in improving the overall residential character of the area, and whose households would provide additional demand for neighborhood businesses.

2. Improve the feasibility of residential commercial mixed use development in the Neighborhood Commercial Center (NCC) zone by changing the density standard

The City wants to ensure the attainment of its goal of a pedestrian oriented, vibrant commercial core in the NCC district. To improve the feasibility of a mixed use neighborhood center, the City will change the standard that limits residential density, which may be limiting the success of this type of development and an unnecessary standard, given the other elements of the City's development code and review procedures.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Community Development

Support community building and neighborhood improvement efforts by sponsoring programs

The City will develop and assist in efforts that encourage the interest and participation of individuals and groups in building a sense of community and fostering neighborhood improvement, cohesiveness and pride.

1. Neighborhood Signage Program

The City will assist in developing a program to design and install signs at neighborhood entrances.

Responsible Department and its Role

The Parks and Recreation and Community Development Departments will coordinate with the Tukwila Arts Commission on a process to design and install neighborhood signage.

The Public Works Department is responsible for signage in public rights-of-way and will assist in contracting with manufacturers and installing signs.

2. Urban Forestry Planting Plan

The City will develop an Urban Forestry



Plan that includes a planting plan of suggested materials, locations and methods for planting trees in the neighborhoods, and maintenance procedures. The City will also pursue sources of outside funding participate in seeking funds and assist in implementing the program.

Responsible Department and its Role

The Department of Community Development in coordination with Parks and Recreation and Public Works will develop a program.

3. Stream Restoration Program

The City will develop stream restoration plans for the watercourses located within the City, which primarily run through private property.

Responsible Department and its Role

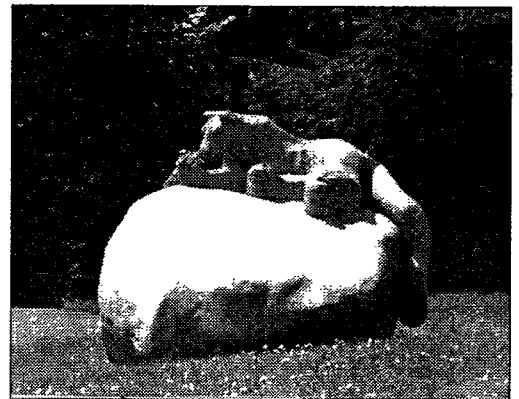
The Public Works Department is responsible for the administration of the Storm and Surface Water Utility, which manages the

stream corridors or watercourses for flood control purposes. Public Works will be responsible for stream clean-up and restoration events.

Foster community identity, pride, and improvement through public art in the corridor

The City will develop a public art program for the corridor, with the following components:

- identification of potential applications (gateways, transit improvements, sculpture, murals, etc.) sites, and funding sources for



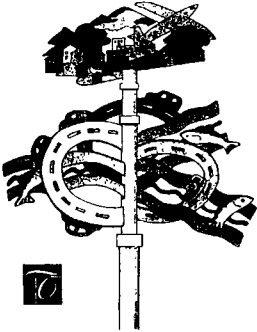
public and public private art within the corridor;

- identification of capital projects that should incorporate public art;
- identification of projects that should include an artist in project development;
- establishment of a minimum percentage of project costs or a minimum fixed cost for public art within the corridor for budgeting and project coordination purposes; and
- identification of artists within the community including community participation techniques for public art.

Responsible Department and its Role

The Parks and Recreation Department, in





coordination with the Tukwila Arts Commission, is responsible for the City art program. Parks and Recreation will coordinate with other departments such as Public Works on implementation within specific development projects, such as the Pacific Highway Improvement project.

Improve the appearance and function of new private development in the Pacific Highway area

1. Adopt the Pacific Highway Design Manual (Design Criteria & Guidelines)

A draft Pacific Highway Design Manual has been developed for the Neighborhood Commercial Center, Regional Commercial and Mixed Use Office districts in the Pacific Highway Corridor. This development guide will be forwarded to the Planning Commission to begin the legislative review and adoption process.

2. Amend the Regional Commercial (RC) Zone to require Board of Architectural Review (BAR) of all development

The City will develop the necessary Zoning Code modification and forward it to the Planning Commission to begin the legislative review and adoption process.



3. Amend the landscape chapter of Zoning Code to increase quality of landscaping along street fronts and in parking lots, create a harmonious pattern

along Pacific Highway, while allowing for flexibility

The City will enhance the Landscape Chapter of its Zoning Code to provide clearer direction for streetscape improvements that are compatible with City street

improvements, to provide interior parking lot landscape minimums and to provide flexibility in the location and design of plantings.

4. Develop a sign amortization program to improve the appearance of business signs and the streetscape along the Highway

The City will modify the Tukwila Sign Code to provide an amortization schedule for existing non-conforming signs. Consideration will also be given to modifications of the current standards.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning and Sign Codes and will process the amendment proposals.

Ensure successful implementation of strategies through continuous and meaningful public information, involvement and marketing programs

The City will develop a long term communications and public relations strategy for informing affected parties, publicizing City and other groups' efforts, and marketing the area to prospective businesses. The City will strategize and develop a joint marketing program with adjacent Cities.

Responsible Department and its Role

The Department of Community Develop-



ment will be responsible for maintaining dialogue with individuals and groups affected by development projects related to the corridor and other revitalization related projects. They will also be responsible for developing the public relations programs aimed at potential investors and developers in the corridor.

The Public Works Department is responsible for public involvement related to improvement projects including those of the franchise utilities.

Ensure safe and efficient use of public rights-of-way and transportation facilities through a Pedestrian Pathways, Bicycle Facilities and Transit Connections Plan

A Bicycle Facilities, Transit Connections and Pedestrian Pathways Plan will integrate roads, pathways or trails, transit and other related facilities into an area-wide network. Recommendations will also include methods of safety training; information on rules governing the interaction between pedestrians, bicyclists, and motorists; and existing and proposed additional facilities for transit, pedestrians, and bicycles.

Responsible Department and its Role

The Public Works Department will develop the Plan with the assistance of the Departments of Community Development and Parks and Recreation.

Increase educational opportunities for Tukwila residents and improve the overall quality of the Tukwila School District by working with the district on the following joint opportunities for implementing their Strategic Plan (1997-2002)

The District has identified the following needs and the City of Tukwila as playing a key role in helping to meet these needs. The City will coordinate with the District on how

to fulfill the following objectives.

- Off-school-site learning facilities
- Additional sports recreation for students
- A teen center in the Pacific Highway corridor

Responsible Department and its Role

The Mayor's Office will coordinate with the School District on shared facility opportunities, and in conjunction with the City's Park and Recreation Department, discuss programming solutions for additional recreational opportunities.

The City will also include the school district in space and design programming discussions for additional facilities. See Neighborhood Resource Center and Cascade View Park below.

Infrastructure and Facilities Investment

Improve the safety, function and appearance of Pacific Highway

The successful reconstruction of Pacific Highway requires a multi-faceted approach that addresses physical design issues, operational issues and related community objectives, such as the economic redevelopment of the corridor. The short term needs of existing businesses must be addressed as well as the long term goals of redevelopment and revitalization.

The goals for the Revitalization Plan as they relate to street redesign are: improved mobility for people and goods; supportive, attractive, comfortable street design for customers, residents and transit users; and safety. These goals have been distilled into four key design objectives - reducing traffic speeds, limiting and consolidating driveways, improving the streetscape, and undergrounding and upgrading the utilities; as well as mitigating the impacts to businesses associated with the street improvements.

The following is a discussion of the means



by which the Plan goals for the street may be achieved. The information that supports the choices laid out below are in the Pacific Highway Draft Revitalization Plan, Appendix B: Existing Conditions - Transportation (December 1997.)

1. Reduce traffic speeds

The section of Pacific Highway between S. 138 St. and S. 152 St. has the highest pedestrian accident rate in the Washington State Department of Transportation system. In addition to the specific pedestrian facilities that are recommended as part of this Plan, reduced vehicular speeds will also assist in creating a more compatible environment for pedestrians. Reduced speeds will also assist in the overall improvement of this section of the Pacific Highway corridor, which serves as a main street for the community.

Design street for speeds of 35 m.p.h.

The standard design criteria preferred for the Pacific Highway section between S. 152 and S. 139 Streets are in Table 2 below.

Lower posted speed limit

The City will continue to recommend to the Washington State Department of

Transportation a posted speed of 35 m.p.h. along the corridor's commercial core between S. 138 and S. 152 Streets and a design speed of 35 mile per hour.

Improve intersections and signalization

During Pacific Highway reconstruction, the City will install "First Phase" improvements that include signalization improvements at S. 144 and interconnects for traffic controllers at potential future signal installations at S. 140 and S. 148, and then S. 150, S. 146 and S.



142 Streets. These "Second Phase and Third Phase" signals will be installed as development occurs and need arises.

S. 144 Street Intersection: Conflicting design elements will be resolved so that the key objective of reducing speeds is achieved. The fact that many of the design and operational issues are interrelated creates complexity within the project. For example, improving pedestrian safety is most effectively achieved by providing sidewalks, slowing traffic speeds and creating a buffer between pedestrians and traffic. These solutions however may not serve through traffic. Design features that have one positive effect may have a negative effect in another area. For example, providing landscaped medians down the center of the road provide havens for crossing pedestrians and improve the visual quality, but restrict left turns into businesses.

There are several conflicting elements to be considered in the redesign of the street at this intersection.

Table 2: Recommended Pacific Highway Design Criteria

Speed	Posted	35 m.p.h.
Lane Widths	Center left-turn	12 feet
	Interior through	11 feet
	Outside through / right-turn	12-14 feet
	Bus pull-out	10 feet
	Parallel parking	8 feet
Curb Radius	Arterial cross-street	35 feet
	Minor cross-street	25 feet
	Right-turn lanes	25 feet
	High pedestrian crossing	25 feet

Design features that have one positive effect may have a negative effect in another area.

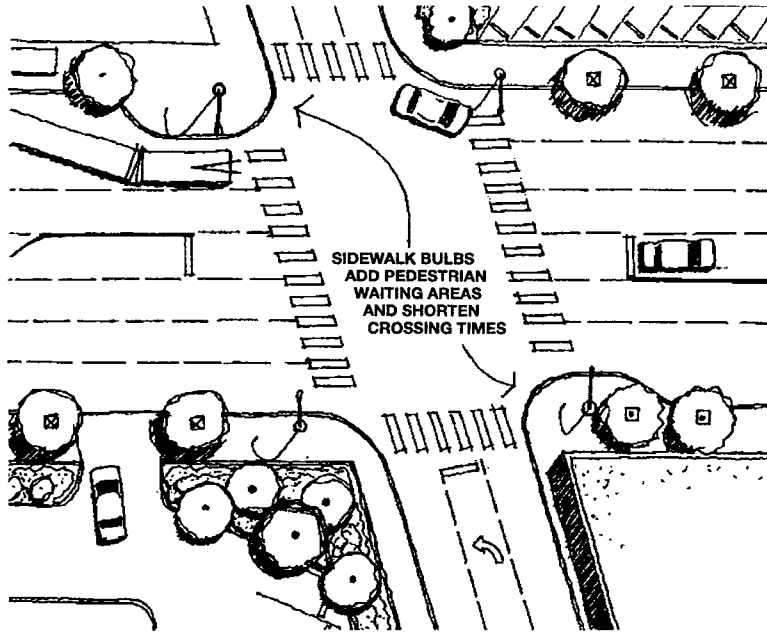


Figure 4: Bulbing for Pedestrian Crossing

- Reducing the cycle length - A reduced cycle length may improve the overall level of service at the intersection, including reduced delays for north and southbound left turns.
- Bulbing the northeast and southwest corners - At the current level of service for worst case, peak hour traffic, continuation of any right turn lane for transit bus queue jumping is not warranted, and bulbing on the opposite corners should be

employed to minimize pedestrian crossing distances. **Figure 4** illustrates the bulbing concept.

- Eliminating the right turn lanes on Pacific Highway or installing a curb radius of 25 feet or less - **Table 3** is a comparison of the tradeoffs between the two designs. If right turn lanes are maintained, curb radii of 25 feet or less should be used.

Monitor traffic operations for installation of future traffic signals: Cross street delays, vehicular and pedestrian traffic volumes and the number and type of accidents prevalent in the Highway Corridor will be monitored for support of future signal installation. Consideration will be given to installing signals in phases at S. 148 and S. 140 Streets and then at S. 150, S. 146 and S. 142 as part of coordinated efforts.

2. Limit and consolidate access driveways

To minimize conflict between vehicles and between vehicles and pedestrians, private access driveways will be consolidated where possible and located to provide a minimum of 250 feet separation between drives where feasible to conform with adopted access management standards for the designated classification of Pacific Highway by the State (See Pacific Highway Draft Revitalization Plan, Appendix B: Existing Conditions -

Table 3: S. 144 St. Design Comparison

RIGHT TURN LANE ADVANTAGES	NO TURN LANE ADVANTAGES
Reduces delays for vehicles turning right onto S. 144 St. when more than one car but less than 4 cars are stopped at the intersection	Reduces red time on Pacific Highway for north and southbound traffic
Encourages motorists to use S. 144 St. rather than local access streets when traffic is moderate to light.	Minimizes pedestrian crossing distance
	Provides sufficient area to meet minimum sidewalk width, landscaping standard



Transportation
(December 1997.))

3. Install streetscape improvements

The City will design streetscape improvements in conjunction with roadway design and engineering and develop the

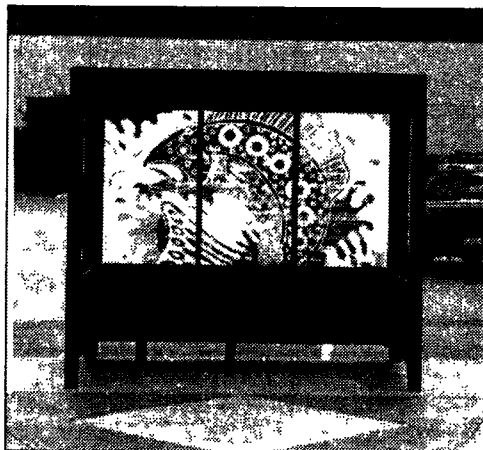
streetscape to a level that supports the revitalization goals of the Plan.

Development of public art and gateways

The provision of public art and gateways in conjunction with the streetscape improvements project will be developed in conjunction with the Tukwila Arts Commission.

Coordination with King County for transit improvements

Public transit is heavily used along this corridor. Reconstruction of the street will require the provision of new, optimal transit locations and facilities, including bus pullouts. The City will coordinate with Metro King County to augment these new facilities with shelters, benches, trash receptacles, lighting, signage, and other features, commensurate with streetscape improvements elsewhere in the corridor.



4. Underground Utilities

Overhead electrical and communication facilities will be relocated underground in conjunction with street reconstruction.

5. Mitigate impacts associated with street improvements

A significant factor impacting the future design of the street is property owner, business owner and customer use of the right-of-way to maneuver into parking stalls. An important final design objective will be to address the parking needs of the 25 businesses



in the corridor who have historically used the public right of way for their own purposes.

The City will work with property and business owners to mitigate the impacts of the changes brought by the street improvement and may include some use of the public right-of-way by private property owners "behind the sidewalk" and on-street parking on cross streets.

When possible, the street design may also accommodate parking and loading within the right of way where it is operationally necessary for existing adjacent commercial developments.

Responsible Department and its Role

The Public Works Department is responsible for planning, design, construction and maintenance of city streets. The Department of Community Development will assist in overall Revitalization Plan coordination and streetscape plan review.



Ensure that the Pacific Highway Corridor infrastructure meets minimum development standards and that the infrastructure improvements are designed to attract the type and quality of businesses desired

Adequate infrastructure is critical in general to the commercial success of an area and in particular to a development. Not only does the availability of adequate infrastructure provide an invitation to investors, the overall design of infrastructure can set a standard for the type and quality of development expected for the Pacific Highway Corridor.

The City has a clear role and authority to make improvements to public infrastructure. The City is also most capable of coordinating with the multiple jurisdictions and companies who provide services within the right of way.

1. Upgrade water lines

The City will meet with Water Districts 20 and 125 to ensure that water lines are planned to meet minimum requirements for water supply and fire flows, a minimum of eight inch lines and fire hydrants installed every 300 feet to meet minimum City standards. **Figure 5** is a map of deficiencies and water district boundaries. Utility upgrades will precede or be in conjunction with related street reconstruction projects.

2. Solicit telecommunications upgrades

The City will solicit telecommunication providers in the area to install a high grade fiber optic line within the corridor at the time of street reconstructions or to install conduit which would minimize the cost of future installation.

3. Improve cross streets

Equally as important as improving the Pacific Highway Corridor, in terms of the overall goal of area revitalization, is the improvement plan for the cross streets. The City will conceptually design cross street improvements within the study area from 42 Av. S. to Military Rd. S. and from S. 152 to S. 139 Streets.

S. 144 Street in particular links users of the highway with many of the important public facilities in the area. Other cross streets link the neighborhoods to the commercial core of the area.

Create an area-wide street design and streetscape plan

A plan for the improvement of these streets enables these improvements to be constructed incrementally as redevelopment occurs or enables the City to undertake them as an incentive to prospective developers. **Figure 6** shows the expected future right-of-ways and pavement widths within the focus area, which would be the subject of the plan. An area-wide street system and streetscape plan will augment the information contained in **Figure 6** to show the needed utility upgrades to water, storm water, sanitary sewer, fire hydrants, and franchise utilities, if necessary; on-street parking where desirable and needed; curb and sidewalk locations; undergrounding; landscaping and street trees, where desirable; and illumination. Discussion in the plan will also include the potential for street vacations and the criteria or circumstances under which a vacation would be considered.

Construct cross street improvements

The following construction phasing schedule is for improving the cross streets

within the study area from S. 139 Streets to S. 154 Street and between 42 Ave. S. and Military Road.

- *Phase I Cross Street Plan:* Phase I targets existing or planned signalized cross streets. This includes S. 144, S.140, S. 148, and S. 152 Streets.
- *Phase II Cross Street Plan:* The Phase II Plan completes all remaining cross streets within this section of the corridor. The design elements are the same as those described for Phase I.

Responsible Department and its Role

The Public Works Department is responsible for the planning, design, construction and maintenance of public infrastructure.

Maintain a civic presence in the Pacific Highway Corridor by negotiating with private developers to locate a neighborhood resource center within a new development that meets the City's expectations

The City will use the site selection criteria from page 23, to guide negotiations for a location for a neighborhood resource center. The City's intent is to partner with a developer to create a development that serves as a desirable example of the intensity and quality for site and building development in the corridor and to negotiate for some amount of public space that serves the people and businesses of the area, that expands and enhances the sense of community and civic pride, and creates a meeting place or gathering spot.

Community opinion is that Pacific Highway functions, although poorly at present, as the community's main street. The City's community facilities, such as City Hall, libraries, the Community Center, schools, and fire stations are all dispersed throughout the City. The City's lease of a building on the Highway for a neighborhood resource center was done to create a "police presence" and allow the police officers to

function more immediately within the neighborhoods.

Careful consideration will be given to the space requirements and operational programming for a "Neighborhood Resource Center." The City has also chosen to partner with the Tukwila School District or supplement district programs by providing off-site learning facilities, a teen center and recreation for students.

The following uses will be considered for inclusion within the facility:

- police personnel and crime prevention resources;
- volunteer resource needs;
- recreation space that supplements existing facilities and meets the needs of the surrounding neighborhood and school students;
- meeting space that compliments and supplements existing community facilities deficits including the Tukwila School District;
- additional City office needs including storage, taking into consideration long term needs and relationships between City services;
- leaseable space for community oriented organizations such as human service contractors and the Tukwila School District; and
- other public services or housing.

Responsible Department and its Role

The Mayor's Office is responsible for the space and facility needs for all City Departments. The "99 Coordinator" who will be responsible for identification and coordination of land acquisition and development packages, will work with the Mayor's office to ensure the space criteria for the City is met.

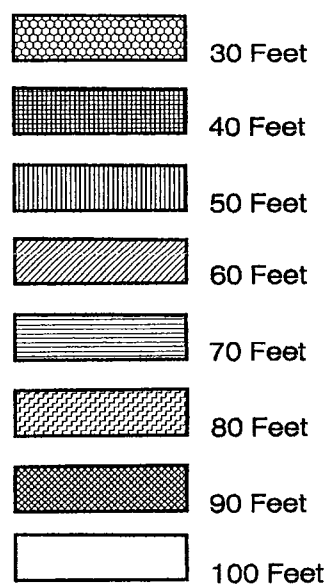
Improve the residential character and amenities in the area by siting and constructing Cascade View Park

figure 6



Legend

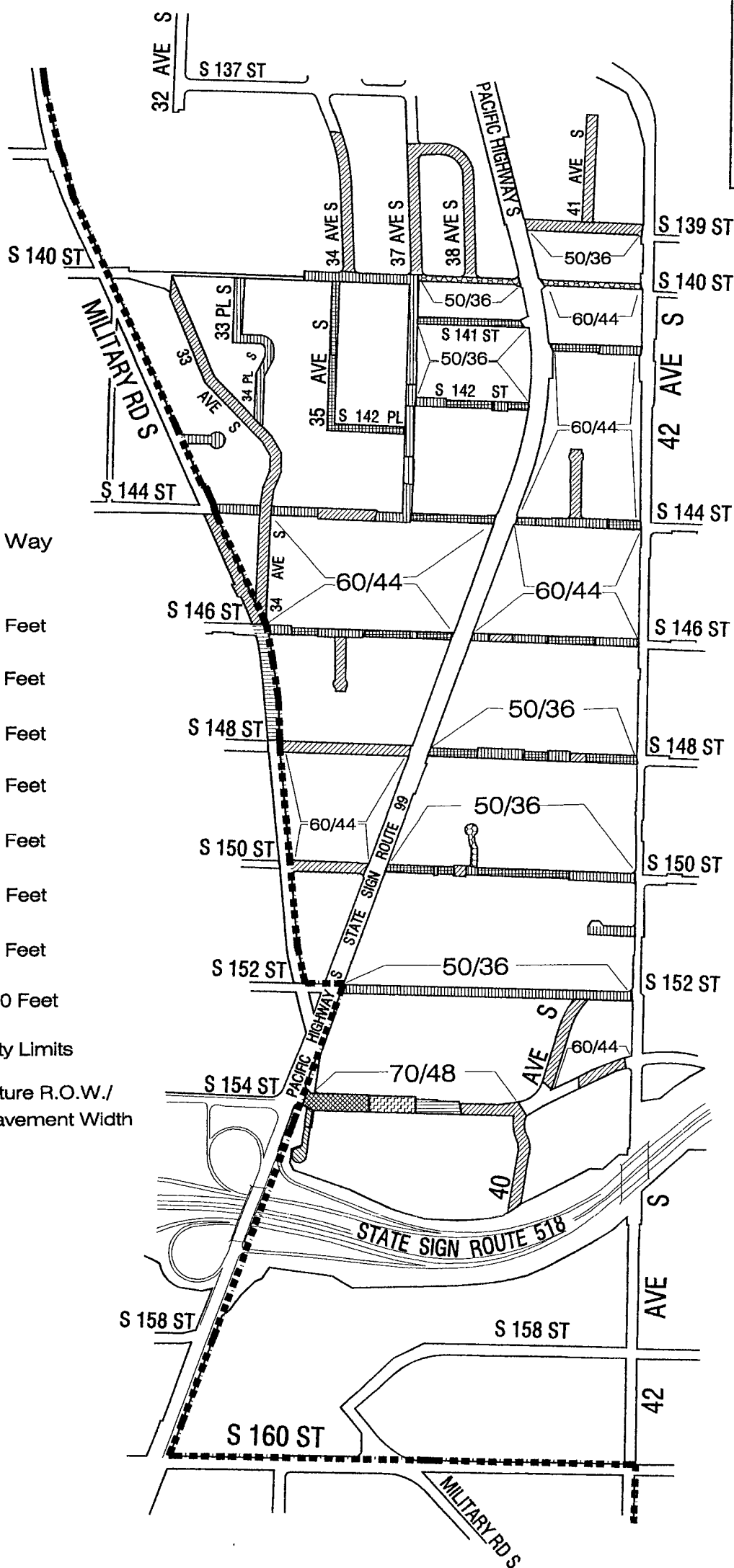
Existing Right of Way
Widths



City Limits

60/44

Future R.O.W./
Pavement Width



back of figure 6

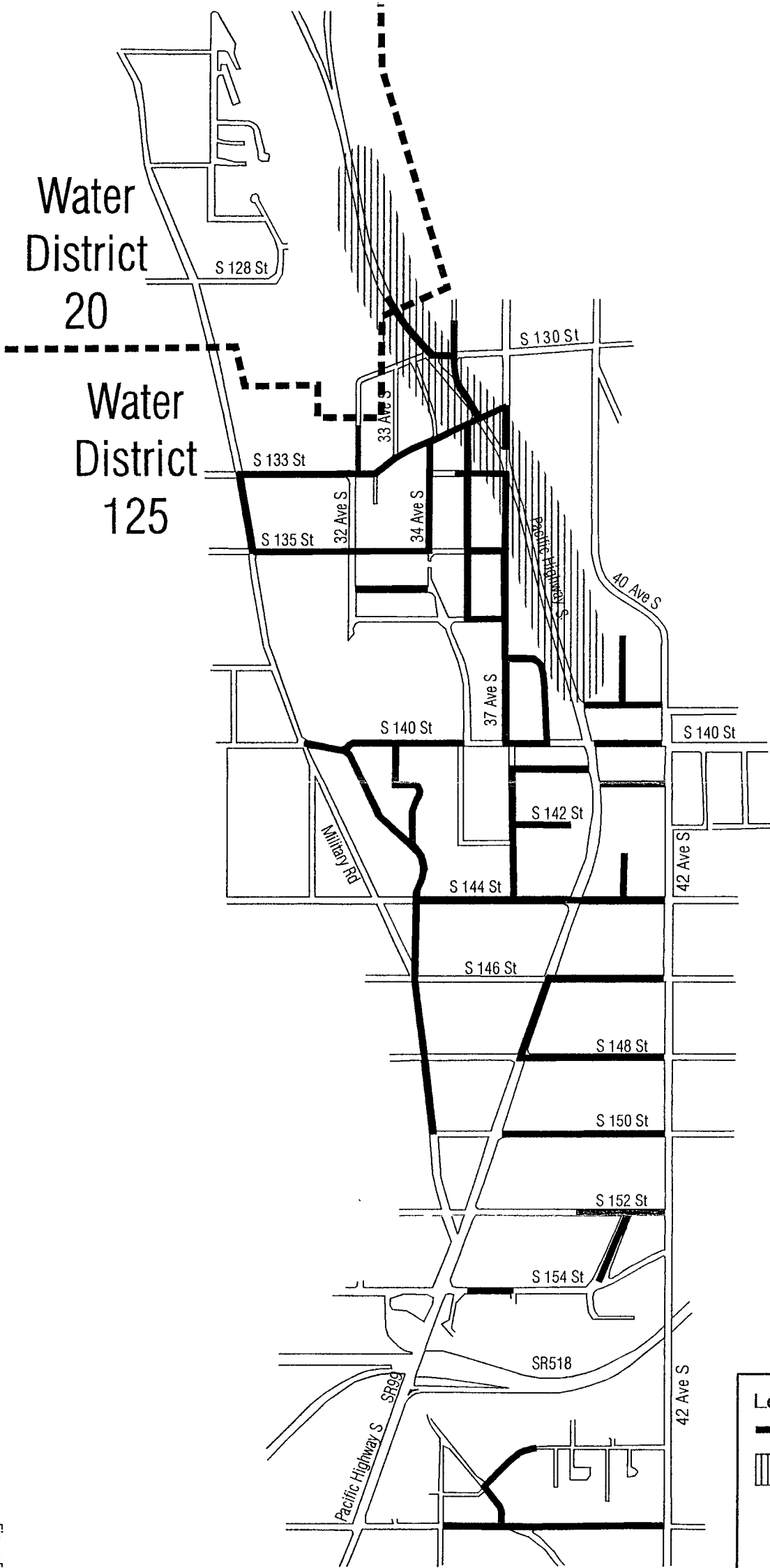


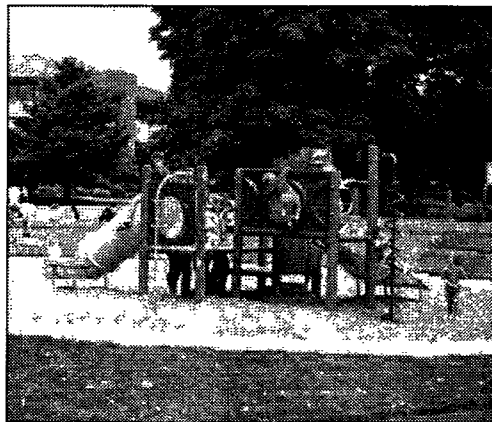
Figure 5
Strategies 33

The City will use the Pacific Highway "site selection criteria," page 23, in addition to the Parks and Open Space Plan criteria below, to site, fund and construct the Cascade View Neighborhood Park. The City is interested in jointly developing the neighborhood park in conjunction with a private development proposal.

The City's adopted Parks and Open Space Plan (Tukwila 1993) identifies the Cascade View neighborhood as the most underserved neighborhood from a parks standard. Neighborhood parks are defined by the City as a combination playground and park designed primarily for non-supervised, non-organized, recreational activities. Neighborhood parks facilities typically include children's play equipment, picnic facilities, a grass area for pick-up sports, and may also contain tennis courts, sport courts or other low impact recreation facilities.

The Parks & Open Space Plan (Tukwila 1993) contains the following neighborhood park site selection criteria.

- The site should be central to the area it serves and optimally be 3 - 7 acres in size.
- The site should be adjacent to a green belt or trail system, if possible.
- Walking distance to the site should not exceed one half mile for the population it serves.



- The park's future users should not need to cross major arterial streets or other barriers to access the park.
- The site should be readily visible from adjoining streets.
- At least 50% of the site should be flat and usable for recreation.
- Access to the site should be via a local residential street. If located on a busy arterial street, appropriate fencing and other safety measures should be taken.

The following additional criteria that are related to the Pacific Highway revitalization goals will also be used during funding considerations for selecting a park site and or joint project funding:

- Will it redevelop existing highly degraded uses into a park?
- Will it create a transitional buffer between commercial and residential areas?
- Will it enhance residential development?
- Does the design discourage crime and vandalism?

Responsible Department and its Role

The Parks and Recreation Department is responsible for City parks and will coordinate with the "99 Coordinator" and the Department of Community Development for selection of sites and potential development partners.

Use existing public land to act as a visual and recreational amenity by improving Southgate Greenbelt Park

The City will improve the greenbelt area to act as a gateway to the Pacific Highway “main street” and as a conduit between the study area and the recreational areas in the Riverton neighborhood and Duwamish/Green River valley.

Responsible Department and its Role

The Parks and Recreation Department is responsible for design, operation, and maintenance of City parks and coordinates with the Public Works Department for their construction. There will be joint exploration between the Departments to investigate the feasibility of access, recreation, stream restoration, storm retention and water quality improvements.



Resources

How will the community fund these programs and improvements in the Pacific Highway corridor and its neighborhoods?



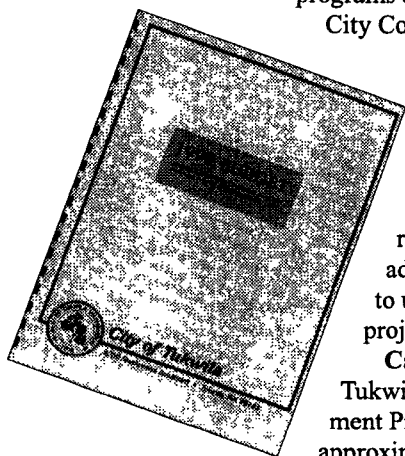
In order to implement the recommendations within the Pacific Highway Revitalization Plan a greater share of existing City resources and/or new resources will need to be allocated to this area. This Plan also intends that current levels of public safety expenditures will be maintained within the near term. Below is a discussion of the resource opportunities available to the City to finance these strategies. The discussion of potential funding sources is followed by **Table 4, Estimated Implementation Costs for Revitalization Plan Strategies**. The strategies are organized into three categories that reflect the degree of resource needs.

Existing Resources

Operating Budget: The City's total annual operating and maintenance budget is approximately \$25 million. Each year the Mayor's Office develops Departmental work programs and sets project priorities. The City Council then reviews, modifies (if desired,) and adopts the budget.

The annual budget process can fund regulatory changes and community development projects with existing staff if priorities are changed and projects rescheduled. In a few cases, the addition of funds will be necessary to undertake physical improvement projects.

Capital Improvement Plan (CIP): Tukwila's 1998-2003 Capital Improvement Program (CIP) allocates approximately \$3.2 million for major projects per year plus an additional \$4.3 million annually from outside sources for major projects. Much of the City CIP funding is tied to matching funds. For example, in the upcoming six year period \$8 million in City funds leverage \$26 million in "outside" funds. Having said this, there are some minor opportunities for reprioritizing in the CIP. As an example, the City has allocated



\$530,000 of City funds for improvements to S. 150 St. from 42 Av. S. east to 46 Av. S. The Plan adopts the strategy of improving cross streets within the study area. Should these be moved ahead of the S. 150 St. project between 42 Av. S. and 46 Av. S.?

New Resources

Councilmanic Bonds: If the City is to undertake the revitalization of the corridor per this plan, then the City may wish to consider new sources of revenue. The City has the legal ability to borrow money based upon the assessed valuation of all real and personal property in Tukwila. There is approximately \$29.5 million in potential debt available. The City has \$5.5 million in bonds outstanding for the construction of the Community Center. This requires approximately \$500,000 in annual debt service. That leaves up to \$24 million in bonding capacity that can be approved by the City Council (i.e. councilmanic bonds) for municipal improvements.

Money raised in this manner could only be repaid with general revenues. This means the City would have to either reduce expenditures in other areas or increase general revenues in some manner.

Voted Bonds: Another bonding option is through a vote of the Tukwila citizens. The community could vote to temporarily increase property taxes for the purpose of paying off bonds used to finance capital improvement projects. This method is similar to a school bond issue.

Additional Taxes: Tukwila is one of the few municipalities that has chosen not to levy a tax on utility services used within the City. It is projected that a 4-6% tax¹ has the potential of raising in excess of \$2 million in revenue. The City also has the option of using an additional 1/4% real estate excise tax, which is borne by the seller in all real estate

¹ There are a wide range of options for levying the utility tax. This report is general in nature and the percentages levied and the revenue raised could vary considerably.

transactions, that would raise an additional \$300,000 annually. The City could then choose to use the tax revenues from one or both of these sources to pay for projects themselves or to pay off any debt incurred through councilmanic bonding.



The City recently levied a one percent tax on all hotel and motel transactions. The funds raised from this source are expected to be \$500,000 annually. These dollars must be used for tourism, marketing or cul-

tural activities. There are a number of strategies listed within this Plan that would satisfy this criteria. These include marketing and economic development, art, and some transportation and parking facilities.

Outside Resources

The final type of funding source depends on if and when opportunities present themselves and the type and availability of

funding from partners with the City. We hope that the Revitalization Plan will demonstrate the serious commitment the City would make to potential development partners including housing agencies, King County, private developers, etc. These outside sources of funding and/or participation are vital to the Revitalization Plan. City funding will be needed to partner with interested parties.

The City is currently under contract with an individual to broker development and raise private interest in investing in the corridor.

An additional option for attracting outside resources would be to hire a grant writer to research and apply for federal, state, and nonprofit foundation funding for the programs identified within this Plan. The area's economic profile, the documented needs, and community involvement make it a strong candidate for successful grant funding.

The following table illustrates the three levels for funding the strategies. These include:

1. strategies requiring few or no capital funding;
2. strategies requiring significant capital funding and adjustments to the City's CIP; and
3. strategies requiring staff resources, capital funding, and outside partnerships and whose costs are as yet undefined.

Table 4 : Estimated Implementation Costs for Revitalization Plan Strategies

STRATEGIES	1999	2000	2001	2002	2003	2004	2005
IMMEDIATE AND NEAR TERM STAFF AND/OR LEGISLATIVE ACTIVITIES WITH MINOR COSTS							
Aggregation of Redevelopment Sites Process	•						
Standards Flexibility	•						
Setback Modification Procedure	•						
Residential Density Change in NCC Zone	•						
Multi-family in RC Zone	•						
Code Modifications for Improved Design							
• Pacific Highway Design Manual	•						
• BAR review of development in RC Zone	•						
• Zoning Code Landscape	•						
Chapter Improvements	•						
• Sign Amortization	•						
Neighborhood Improvement Programs							
• Neighborhood Signs			\$500	\$500	\$500	\$500	\$500
• Urban Forestry Plan & Tree Planting				\$10,000-\$30,000	\$2,000	\$2,000	\$2,000
• Stream Restoration/Clean-ups				\$10,000-\$25,000	\$10,000-\$25,000	\$10,000-\$25,000	
DISCRETE CAPITAL ACTIONS							
Pacific Highway Improvements	\$2,547,000	\$1,836,000	\$1,920,000	\$6,080,000			
Art in Infrastructure*	\$25,470	\$18,360	\$19,200	\$60,800			
Infrastructure Upgrades							
• Water Lines and Fire Hydrants	Outside Sources						
• Telecommunications	Outside Sources						
• Cross-Street Improvement Plan				\$760,000	Phase I \$2,890,700	Phase II \$4,888,650	
• Cross-Street Reconstruction							
Commercial/Multi-family Property							
Improvement Grants & Demonstration Project*	• + \$25,000	• + \$25,000	• + \$25,000	• + \$25,000	• + \$25,000		
Pedestrian/Bicycle/Transit Plan				\$25,000-\$60,000			
Southgate Park			\$20,000	\$50,000			

* The dollar allocation for these projects is at the City's discretion. The numbers here are simply 1% of the total project cost for the Pacific Highway street improvement and a number that could be reasonable for a significant commercial rehab or several modest renovations.

Table 4: Estimated Implementation Costs for Revitalization Plan Strategies (continued)

STRATEGIES	1999	2000	2001	2002	2003	2004	2005
ONGOING STAFF ACTIVITIES AND UNCERTAIN CAPITAL COSTS							
Housing Agencies Partnerships & Code Enforcement	\$ + \$	\$ + \$					
Property Brokerage & Acquisitions	\$40,000 + \$	\$40,000 + \$	\$40,000 + \$				
Strategic Plan for Education: Recreational Programming (See also NRC and Cascade View Park)							
Neighborhood Resource Center (NRC)							
(Potential leasing cost - Square Footage yet to be determined)		\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.
Cascade View Park							
• Land Acquisition				\$1,000,000			
• Construction				-\$1,800,000	\$240,000		
Public Involvement/Marketing Program	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000
PARTIAL TOTALS	\$2,662,470 - \$2,672,470	\$1,969,360 - \$1,979,360	\$2,074,700 - \$2,084,700	\$3,071,300 - \$3,951,300	\$3,218,200 - \$3,243,200	\$4,951,150 - \$4,976,150	\$52,500 - \$62,500

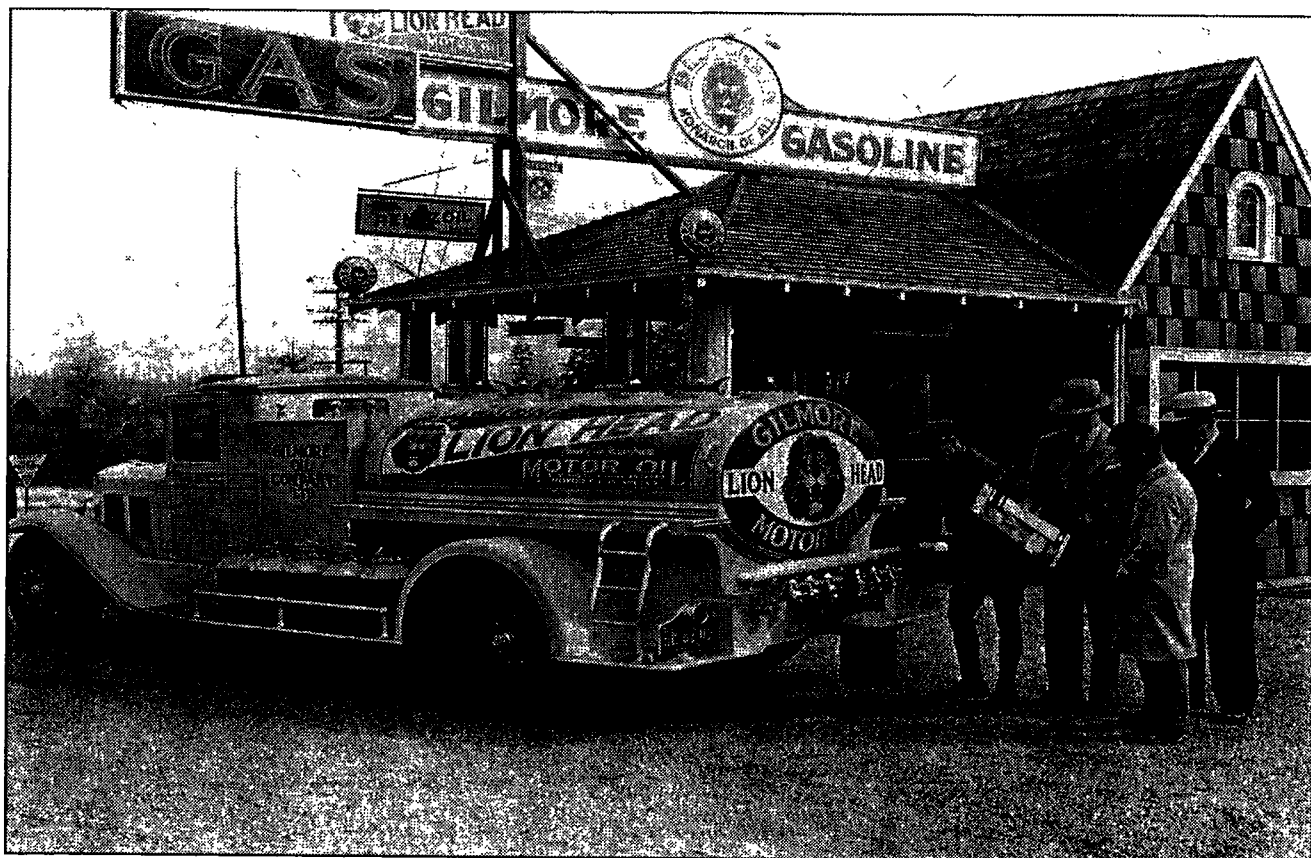
It's important that "a critical mass" of change and improvement occur so that the new health and character of the area is perceived. This Plan lays out the strategies for this transformation to occur. The City is committed to undertaking the strategies within its purview to accomplish as a municipal government. The City will also continue to make a commitment to partner with others who are willing to be pioneers with us in reinvesting in a central location and a vibrant part of the Puget Sound region.

Mayor John W. Rants

You can reach the Mayor via the phone or over the internet. His phone number is (206) 433-1850 and his e-mail address is tukmayor@ci.tukwila.wa.us.

For further information or copies of this and preceding reports, contact:

City of Tukwila
Department of Community Development
6300 Southcenter Bl, Suite 100
Tukwila, WA 98166
Phone: (206) 431-3670
E-mail: tukplan@ci.tukwila.wa.us



Paul Koch's Gilmore Station in Riverton Heights provided quality service to community and highway travelers alike for 36 years. Pacific Highway, a simple two-lane road, was not paved at the location for many years. Koch's station was at S. 154 St.—a corner known in the Heights as “death corner” because of the high number of traffic accidents and fatalities. Finally, a four-way stop signal light was installed in the 1950's.

Courtesy Evelyn Koch Santora.

**August 1998
Final**



City of Tukwila Pacific Highway Revitalization Plan



Pacific Highway Revitalization Plan

August 1998

Acknowledgements

The Pacific Highway Revitalization Plan is the result of three years of effort. Many were involved; however, there are those who due to their degree of personal involvement, deserve special recognition. They are as follows:

Tukwila Mayor

John "Wally" Rants

99 Task Force

Donald Demulling
Ellen Gengler
David Livermore
Dwight McLean
Vern Meryhew
Debbie O'Brien
Tim O'Brien
Arthur Rosengren
Jack Scott
Mike West

Tukwila Planning Commission

Sherryl Gunnels*
David Livermore
George Malina
Henry Marvin
Vern Meryhew
Grant Neiss
Kathryn Stetson

Tukwila City Council

Pam Carter
Joe Duffie
Allan Ekberg*
Dave Fenton
Jim Haggerton
Joan Hernandez
Pamela Linder
Steve Mullet

Real Estate Panel

Richard Embry, *Gramor Development Co.*
Pat Lindsey, *Kidder, Matthews and Segner*
John Magnuson, *Residential Property Developer and Manager*
John Peehl, *Mr. 99 Associates, Inc.*
Tom Santee, *Rainier Properties*

* Former member

Mike Scott, *Dupre and Scott*
Kurt Sorenson, *Kidder, Matthews and Segner*

Tukwila City Staff

Steve Lancaster, *Director, Community Development Department*
Moir Carr Bradshaw, *Project Manager*
Diana Painter, *Project Manager*
Sharon Dibble, *Graphics*
Ross Earnst, *Public Works Director*
Robin Tischmak, *Project Manager, Public Works*
Brian Shelton, *City Engineer*
Ron Cameron, *Former City Engineer*
Pat Brodin, *Water and Sewer Utilities Manager*
John McFarland, *City Administrator*
Evelyn Boykan, *Human Services Coordinator*
Don Williams, *Parks and Recreation Director*
Doug Partlow, *Tukwila Police Department*
Tom Kilburg, *Crime Prevention Officer*
Bob Abbott, *Crime Prevention Officer*
Alan Doerschel, *Finance Director*

Technical Advisory Panel

Val Batey, *Sound Transit (formerly Regional Transit Authority)*
Dave Cantey, *King County Metro*
Paul Alexander, *King County Metro*
Craig Stone, *Washington Department of Transportation*
Dave Hildebrandt, *Washington Department of Transportation*
Seyed Safavian, *Washington Department of Transportation*
Dave McCormick, *Washington Department of Transportation*
Dale Schroder, *City of SeaTac*
Henry Brown, *Seattle City Light*
Russ Austin, *Water District 25*
Terry Matelich, *ValVue Sewer*

Consultants

John Owen, *MAKERS*
David Goldberg, *MAKERS*
Ben Frerichs, *ECS*
Michael Stringam, *Perteet*
Judy Stoloff, *Stoloff and Associates*
Jane Jeszeck, *Jigsaw Design*
Jana Rekosh, *Jana Rekosh Artworks*



Forward



This is the last in a series of documents prepared to understand, study and plan for the Pacific Highway neighborhoods and business district. It is a summary of four years of effort and an invitation to others to join with us in the improvement of a vital link in our community.

The residents of the Pacific Highway area chose to annex to the City of Tukwila seven years ago. In the ensuing years, residential and corporate members of the community, in partnership with the City, have accomplished much.

A community-wide outreach program, known as Vision Tukwila, identified as a top priority the task of making the Pacific Highway South corridor safer and more livable. Crime along the corridor has been substantially reduced. An on-going highway clean-up and beautification program has been established through the initiative of local merchants. Community involvement in a number of programs consistent with the direction given during our Vision Tukwila series has reached an all time high.

This Revitalization Plan was developed over a number of years with extensive public and professional input. It tells the story of the area's change and lists actions that are to come. These strategies are a consensus on the City's approach. The City has already launched an aggressive marketing campaign to attract economic activity through redevelopment.

In short, there are a number of positive and exciting things occurring that promise to bring a new vitality and image to Pacific Highway South. Extensive public and private resources, however, are required for the continual and gradual redevelopment of the Pacific Highway corridor. This Plan is an invitation to existing property owners, interested developers and citizens to become or stay involved in the programs and opportunities laid out. The vision expressed by the citizens requires us to sustain the partnerships between the City of Tukwila, its community and other public and non-profit agencies and to build new partnerships with others who are interested in the future.

John "Wally" Rants
Mayor

[REDACTED]



Table of Contents

Accountability	7
Partnerships	11
Strategies	15
1. Real Property Investment	18
2. Market Expansion	23
3. Community Development	24
4. Infrastructure and Facilities Investment	27
Resources	39

List of Tables

Table 1: Revitalization Plan Timeline	17
Table 2: Recommended Pacific Highway Design Criteria	28
Table 3: S. 144 Street Intersection Design Comparison	29
Table 4: Estimated Implementation Costs for Pacific Highway Revitalization Plan Strategies	41

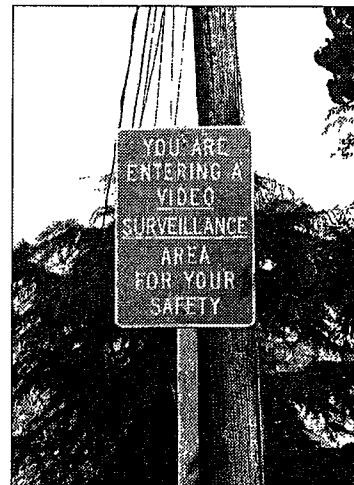
List of Figures

Figure 1: Vicinity Map	9
Figure 2: Zoning and Enterprise Development Zone Map	19
Figure 3: Commercial/Residential Buffer Areas	22
Figure 4: Bulbing for Pedestrian Crossings	29
Figure 5: Utilities Deficiency Map	33
Figure 6: Cross Streets Improvements Plan	35

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Accountability

Have City efforts on Pacific Highway been productive and effective? Do they reflect the desired direction of its citizens?

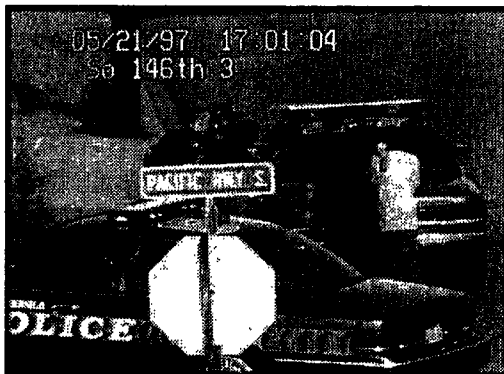


For a number of years the City has focused its resources on improving public safety throughout Tukwila, but with particular emphasis on its section of the Pacific Highway Corridor. **Figure 1** illustrates the location of this corridor in the region. As a result of the Tukwila programs and services, the City has become a national leader in reducing crime and has been featured in national news reports for being innovative and progressive. Serious crimes have dropped over the last two years, in particular within the last year, there was a 28% drop in violent crimes. Moreover, public safety is only one measure of the City's commitment and effectiveness. The following list shows the breadth of actions being taken.

Safety and Human Services



- Manage a community policing program, which included the hiring of six additional police officers.
- Administer a Multi-housing Crime Free Program, which resulted in a Municipal Achievement Award from the Association of Washington Cities. Reported crimes in certified Crime Free Multi-housing is down 57% from 1995.



- Support a "Citizen's Patrol" by training and equipping a group of residents and business owners who walk the highway in order to create a presence and report suspicious activity.
- Regulate "adult entertainment" uses through detailed licensing, operating and location procedures.
- Engage in police emphasis patrols and

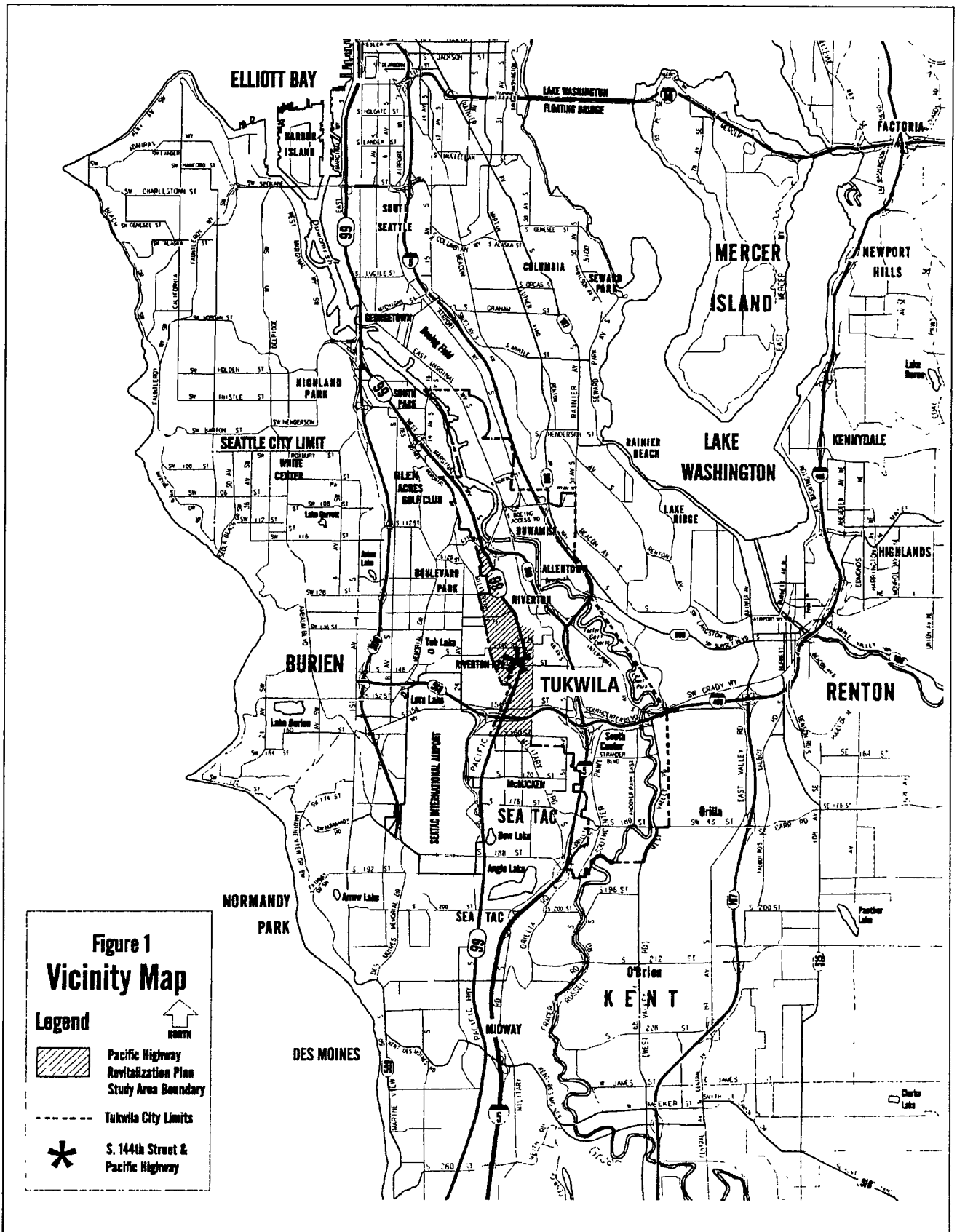


enter into criminal trespass contracts with property owners.

- Operate a "Neighborhood Resource Center." The Center houses the video monitors for the cameras mounted along the highway, keeping an electronic eye on corridor activity. Staff includes a crime prevention officer, community volunteers and the City's bicycle patrol.
- Spend \$275,000 annually in assistance programs that provide emergency assistance as well as job and education skill building.
- Staff an Apartment and Motel Managers Network that meets monthly to share information and build skills on property management techniques.

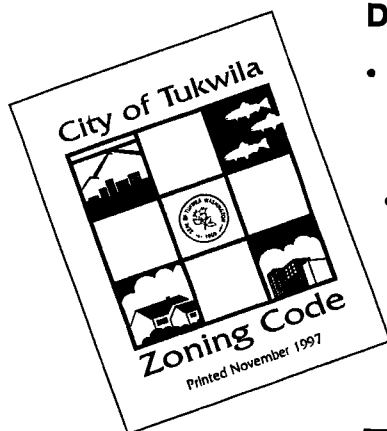
Infrastructure and Facilities Investment

- Spending \$8.65 million in local funds to improve 42 Avenue S. with curbs, gutters, sidewalks, intersection improvements and street illumination.
- Obtained \$3.8 million in state and federal funds for the Pacific Highway reconstruction project.
- Installed pedestrian paths and improved storm drainage on S. 152, S. 150 S. 148 Streets and 37 and 33 Avenues South.



- Spent \$280,000 on street and storm drainage improvements to 32 Av. S. between S. 135 and S. 137 Streets.

The City has also spent several years planning and updating its codes to reflect the new Tukwila.



Development Incentives

- Adopted a new Comprehensive Plan and modified sections of the Zoning Code to allow a wider range of commercial services along the corridor in 1995.
- Established a City Enterprise Zone (see Figure 2, Zoning Map for boundaries) along the corridor that allows the City to pay the costs of improving public infrastructure when typically required of private development.

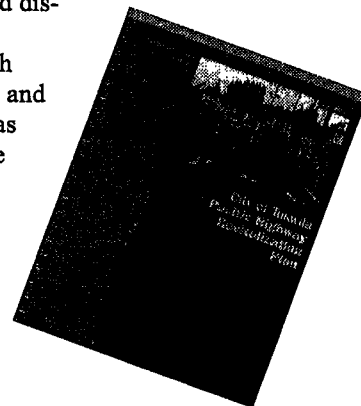
Public Involvement

As part of a comprehensive planning process to establish a direction for the City's strategic efforts in the Pacific Highway area,

the Mayor convened a task force of business and property owners. In conjunction with the task force, the City conducted over 65 public meetings that included some or all of the following groups.

- business owners
- property owners
- residents
- affected government agencies
- Tukwila Planning Commission
- Tukwila Economic Development Advisory Board (EDAB)
- Southwest King County Chamber of Commerce
- real estate, housing, and transportation experts
- neighborhood community groups
- Tukwila City Council

Although not the end of the City's efforts, this summary or final Revitalization Plan is the culmination of four years of discussion and debate and marks an important mid-point in City actions. There will be continued discussion and involvement with property owners and the community as the strategies are implemented.





Partnerships

Do individuals make a difference? How can personal or business choices change a community's well-being?



'Maintaining a healthy community requires everyone to "pitch in together as a community."

Communities are complex environments of individuals making independent decisions. These varied autonomous decisions resulted in the corridor as we know it today. In recent years, individuals have begun acting as partners with common goals. The residents effort to annex this area to the City of Tukwila presaged future measures aimed at improving the neighborhood including its commercial core.

Residents, businesses, property owners and their managers, and organizations have individually and in partnership taken steps to improve the Pacific Highway corridor. Below is just a *small* sampling of the people or groups making a difference in the area.

Richard Simpson

Richard moved into the Cascade View neighborhood thirty-six years ago when he was employed by the Boeing Company. He remembers buying his house in a real estate office that now houses the Neighborhood Resource Center. He was involved in the annexation effort for the Cascade View neighborhood and was a proponent of providing a public presence on the highway. Retired now, he donates considerable time to civic efforts by serving on the Library Advisory Board and the Community Oriented Policing Board and by spending six hours a week at the Neighborhood Resource Center.



Cathy Bell

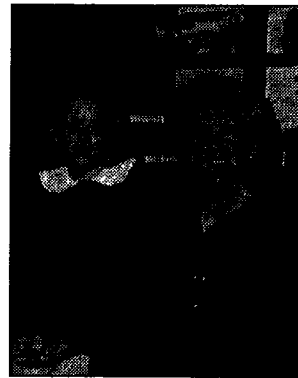
Cathy moved here twelve years ago because it was close to a job and she was impressed with the street, the look of the neighborhood where her house is located and its convenient location. When she had her last child she began work at home full time and

began volunteering, first as a "McGruff House," which is an after school safe house for children, as a Block Watch captain, as a volunteer with the Citizens Patrol and now at the Neighborhood Resource Center.

She thinks that maintaining a community that is healthy requires everyone to "pitch in together as a community." Although school statistics show a high turnover of students, she has a strong network of friends in the community who help each other and have been in the

community for a long time.

According to Cathy, things are going well for the area but she feels strongly about the need to beautify Pacific Highway. She is also frustrated about the properties that remain eye-



sores and wonders if we could be persuasive with recalcitrant property owners by using incentives. As things continue to improve, she hopes to see a neighborhood park on the west side of the highway.

Hometown True Value Hardware

Lynn Livengood and his wife Jo Ann bought the hardware store from the previous owner in 1961 and since then have remodeled six times, expanding the store from 4,800 square feet to 12,000 square feet. Their new garden center has been their biggest growth department and was the latest remodel.

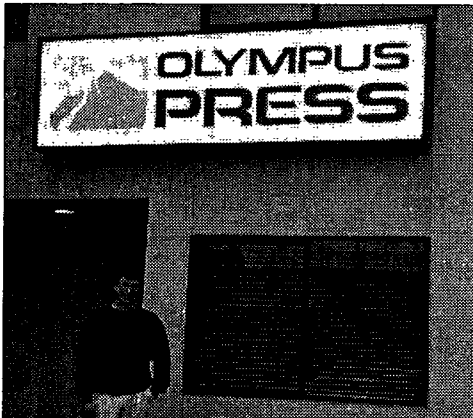
He has a self-reliant attitude and feels that businesses need to do things on their own to see business growth. For example, to compete with the big box retailers like Home Depot and Eagle, he offers superior customer service, convenient rental products and services, competitive pricing, etc.



Lynn thinks that more businesses in the corridor would be of value to him as a retailer and that the surrounding neighborhood, which is his customer base, is good. The area appeared to be in decline for a time but he thinks that the area is coming back and that there is still more potential in the neighborhood for growth and improvement.

Olympus Press

Five years ago, Frank Vertrees and Glenn Blue owners of Olympus Press, started looking for a larger space. Previously located in



West Seattle, they wanted a location that was close to downtown yet accessible with easy access in all directions. The property and building they bought is at the corner of Military and S. 150 Street. Despite some vandalism, they like the area and hope to continue here. Since locating in the Pacific Highway corridor they've doubled their business, are up to 45

employees and are one of the top 50 printing firms in the Pacific Northwest.

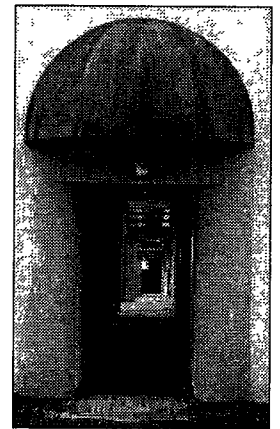
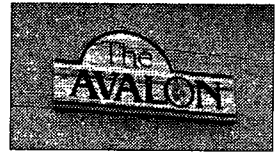
Jeff Katrell started at the company shortly after it opened in Tukwila and after organizing their shipping department became a jack of all trades for the organization. He donates time to the 99 Action Committee.

Avalon Apartments

Pat Fox, manager of the Avalon Apartments for three and a half years, says that

his decision to screen his incoming tenants and then be as aggressive as possible in evicting tenants who engage in criminal behavior are the keys to his success as a property manager. His screening criteria costs only \$32.00 for each tenant application and provides him with criminal, drug and credit histories.

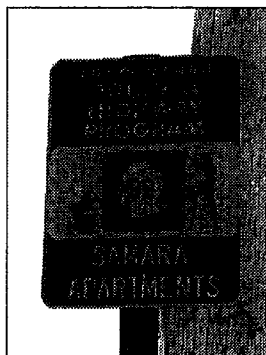
According to Pat, "Neighbors need to get together and do what the City can't do."



Samara Apartments

Two years ago Barbara Brown, her husband, and Bob Counsellor took on management of the complex. In addition to the two full time managers there is a full time groundskeeper who lives on site. Besides the screening requirements they have for the po-





tential residents, the managers routinely walk the property night and day and have surveillance cameras in the common areas.

An interesting note about the complex, which was built in 1968, is that many of the residents have extended family within the complex and of the 129 units only 11 units have tenants who are American born. The Samara maintains a waiting list in order to accommodate those interested in living here.

Ms. Brown said that the appearance of the neighborhood can detract from the living environment and that they speak with their neighbors about problems they face in an attempt to work things out. An important advantage for them is that they work for a property owner who supports maintaining both the reputation and condition of the property.

99 Action Committee

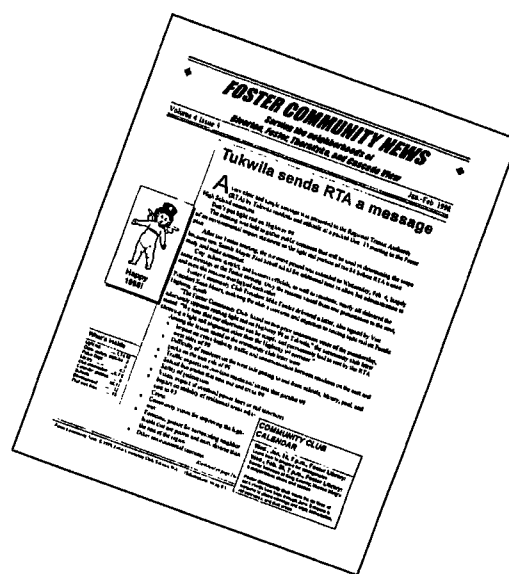
Neighbors Working Together



Making a Difference in Tukwila

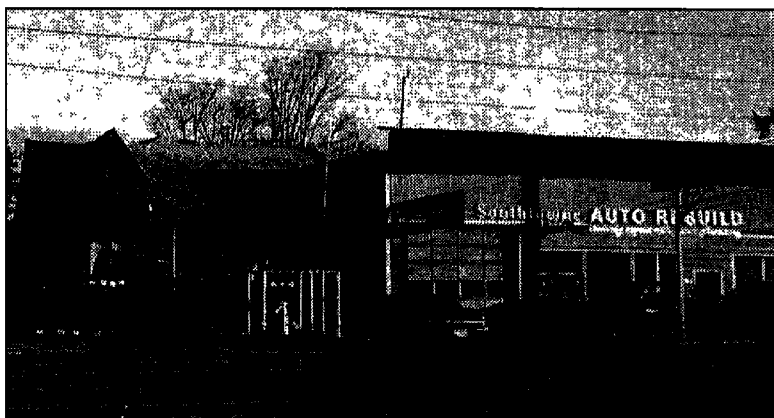
Although initially conceived as a coalition of businesses, the Committee quickly became a partnership between local business owners, surrounding residents and City staff. The Southwest King County Chamber keeps the group organized and lends clerical support. Committee members keep their eyes on the street, have a phone and fax tree, organize trash

pick-ups, and have a juried "beautification contest." Last years winners were Mike and Donna West of Southtowne Auto for their efforts with a property they recently bought adjacent to their auto rebuild business. The group's successes were recently affirmed with an Association of Washington Cities Municipal Achievement Award.



Foster Community Club

The Club includes residents from the Riverton, Foster, Thorndyke and Cascade View neighborhoods. It is a community oriented group of individuals who hold monthly meetings and share an interest in the community. Their "Foster Community News" is published five times a year and contains advertisements for local people, businesses and events as well as commentary and news.

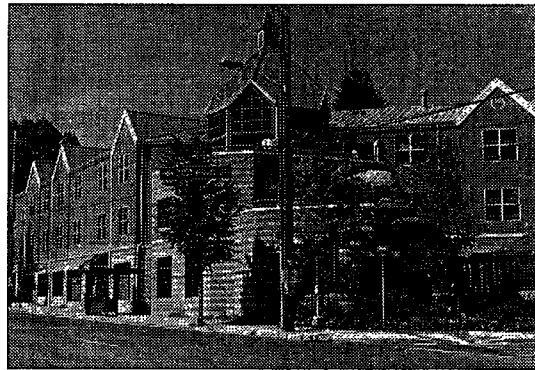
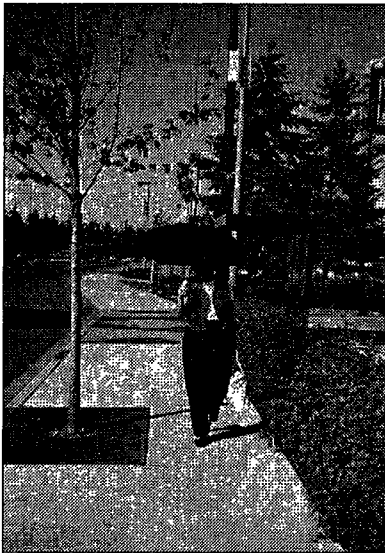




Strategies

What additional assistance is desirable to aid in supporting a safe, healthy, and prosperous area?

INFRASTRUCTURE INVESTMENT



REAL PROPERTY INVESTMENT

COMMUNITY DEVELOPMENT



MARKET EXPANSION

This is a summary of the strategies chosen by the City to implement its revitalization effort along the Pacific Highway Corridor. A draft list of strategies in the Pacific Highway Draft Revitalization Plan (Tukwila, December 1997) was presented to the community and the Tukwila City Council along with detailed information and analysis. To obtain more detail on the study area and on the adopted strategies, refer to the Draft Plan.

We have targeted four areas for action:

- real estate investment,
- market expansion,
- community development, and
- infrastructure and facilities investment.

Each area of action has a list of City sponsored capital projects, departmental programs and or development standards.

A timeline shown in **Table 1** provides an overview of the revitalization strategies and lays out a logical sequence for the strategies. The actual time frame for implementation will depend in many cases on locating additional funding and or the opportunity to “partner” with a private party or a public

agency. We consider the timeline’s sequence of actions more critical than actual dates.

Equally critical are the resources to implement the Plan, which is discussed in the final section.

This Plan guides the City of Tukwila as it works with individuals, groups, and agencies, and spends its resources. City staff working with identified individuals or groups will carry out each strategy. Because so much in the environment is beyond City purview, this Plan’s revitalization package relies upon partnerships, careful timing and a public information and involvement program. Partnerships are vital as they expand the scope and degree of the City’s involvement and extend its resources.

This Plan authorizes actions that will lead to project and program refinements and strategy modifications. The vision and the goals for the area that are adopted in the City Comprehensive Plan, and that are outlined in the **Draft Revitalization Plan, Table 1, Revitalization Plan Goals, Objectives, Criteria**, will remain as the guiding principles as our work evolves.

Table 1: Revitalization Plan Timeline	1999	2000	2001	2002	2003	2004	2005+
Real Property Investment							
Housing Agencies Partnerships & Code Enforcement	✓	✓	✓	✓	✓	✓	✓
Improvement Grants & Demonstration Project		✓	✓	✓	✓	✓	✓
Aggregation of Redevelopment Sites Incentive Program	✓	✓	✓				
Standards Flexibility	✓	✓	✓				
Setback Modification	✓	✓	✓				
Property Brokerage & Acquisitions	✓	✓	✓	✓	✓	✓	✓
Market Expansion							
Residential Density Modification for NCC Zone and Multi-family allowance in RC Zone	✓	✓	✓				
Community Development							
Neighborhood Improvement Programs <ul style="list-style-type: none"> • Neighborhood Signs • Tree Planting • Stream Clean-ups 				✓	✓	✓	✓
Art In Infrastructure	✓	✓	✓	✓	✓	✓	✓
Code Modifications for Improved Design <ul style="list-style-type: none"> • Pacific Hy. Design Manual • BAR review of development in RC Zone • Zoning Code's Landscape Chapter • Sign Amortization 	✓	✓	✓				
Public Involvement/Marketing Program	✓	✓	✓	✓	✓	✓	✓
Ped./Bike/Transit Plan				✓	✓	✓	✓
Strategic Plan for Educ.	✓	✓	✓	✓	✓	✓	✓
Infrastructure and Facilities Investment							
Pacific Hy. Improvement	✓	✓	✓	✓	✓	✓	✓
Infrastructure Upgrades <ul style="list-style-type: none"> • Improve water lines and fire hydrants • Improve Telcomm. • Create a Cross Street Improvement Plan • Reconstruct Cross Streets 	✓	✓	✓				
Neighborhood Resource Center	✓	✓	✓	✓	✓	✓	✓
Cascade View Park				✓	✓	✓	✓
Southgate Park			✓	✓	✓	✓	✓

Real Property Investment

Advance property owner responsibility in the maintenance and management of existing housing by combining City code enforcement with partnerships

A significant challenge in the Pacific Highway corridor is that history and appearance of the area form the basis for the region's perceptions.

Critical to success of the area's revitalization is the challenge of rehabilitating poorly managed and substandard multiple family developments. One part of the City's overall approach will consist of a dual program of:

- diligent City enforcement of code requirements and improvement incentives to current property owners, and
- active pursuit by the City for interested, reputable private property owners or quasi-public and nonprofit housing advocates.

Responsible Department and its Role

The Uniform Housing Code and the Tukwila Municipal Code Nuisance Chapter are the primary codes establishing minimum residential rental requirements that can be enforced. This function is performed out of the Mayor's Office. Other codes however are also critical components for minimum living standards and will play a role in the implementation of this strategy. The Police Department's Crime Prevention officers who provide security reviews and recommendations as part of the Crime-free Multi-housing program, the Fire Department, who inspect property annually for fire safety,

each have a separate code or responsibilities.

The Mayor's Office will be responsible for a coordinated City code enforcement program. This responsibility will be combined with the role of coordinating and encouraging housing

investment and partnerships with non-City agencies and investors. The City will use the Pacific Highway "site selection criteria" (see page 23), and will pursue available housing funds and housing advocates to match programs with properties in the corridor.

Stimulate maintenance and improvement of property in the Pacific Highway corridor by offering rehabilitation funds

A significant challenge in the Pacific Highway corridor is that history and appearance of the area form the basis for the region's perceptions. The purpose of this strategy is to create an incentive for private property owners to improve the physical conditions and appearance of their properties.

The City will develop and sponsor a grant program for site rehabilitation of multi-family and commercial properties. This program will be available on sites within the study area where financial participation is matched by the property owner or lessor.

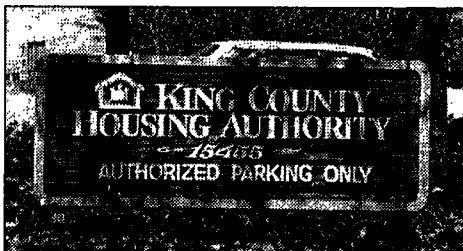
In order to promote the program, the City will arrange for a demonstration project and or other means to encourage property owner participation.


Responsible Department and its Role

The Department of Community Development is responsible for development plan review and will implement a site improvement grant program.

Encourage redevelopment within the commercial district by creating aggregation/redevelopment areas

The City will begin the process to amend the Comprehensive Plan and Zoning Code Maps to allow commercial development of 4 selected multi-family zoned properties. The four sites are identified in Figure 2. They were chosen because of the potential for redevelopment and in order to encourage





Pacific Highway
 Revitalization Plan
 Figure 2
 Zoning Code
 Amendments
 No Scale
 7/98

Revised 9/99

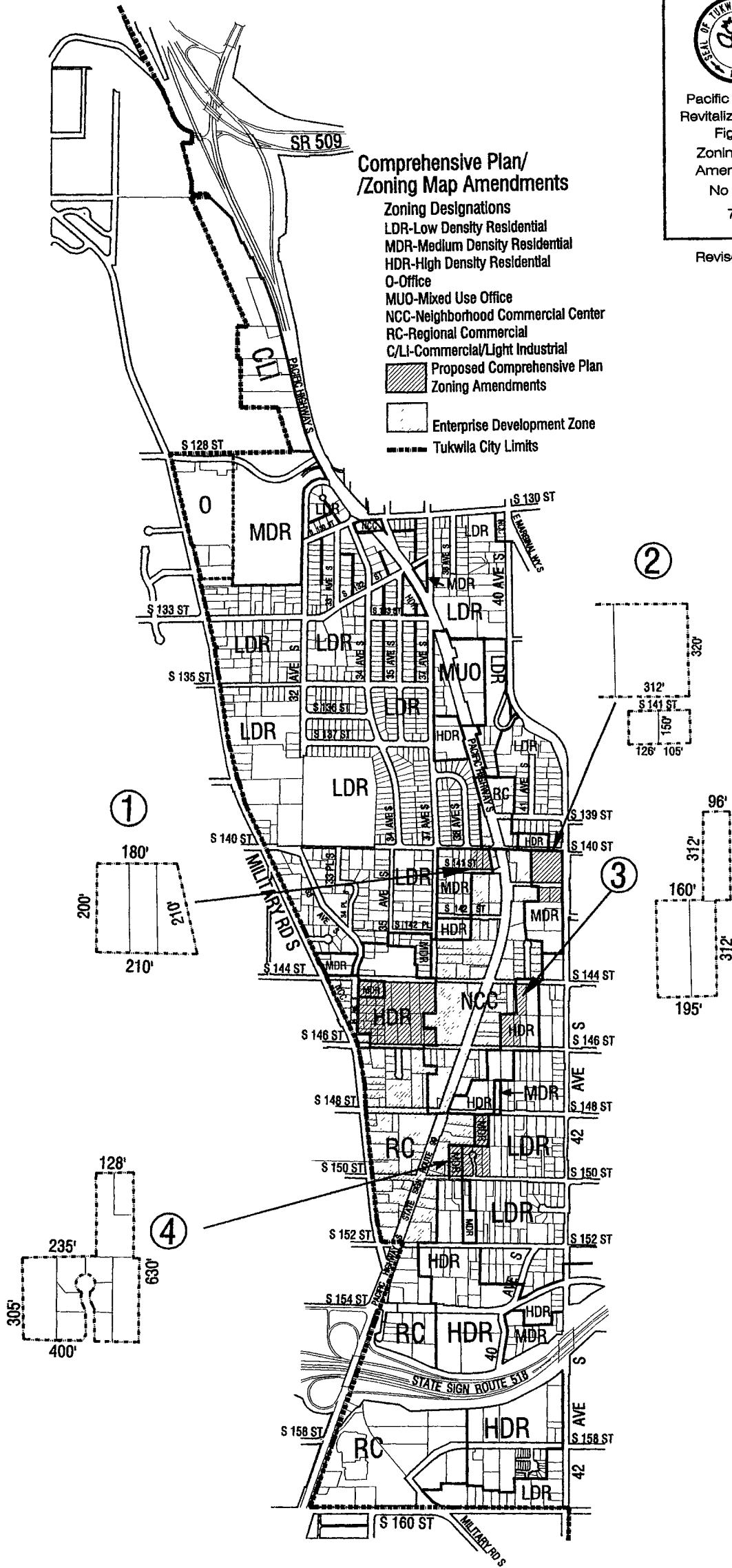
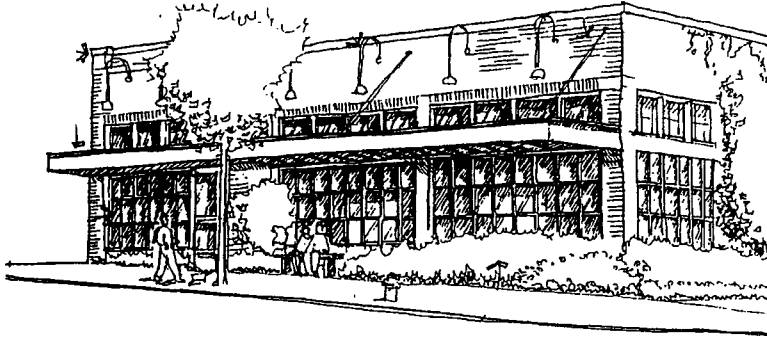


Figure 2
City of Tukwila 53



consolidation of small parcels into sites that are more attractive due to a larger size and wider configuration. The Comprehensive Plan and Zoning Code would be amended to include appropriate policy and a process, respectively.

All four sites front on a principal street, Pacific Highway, two or more local access streets, and are adjacent to residential districts. Development of these sites must assist in providing a visual and physical transition between the commercial corridor and these two types of neighborhoods. Each development site will be required to demonstrate to the Board of Architectural Review (BAR) that the proposed site plan and buildings successfully accomplish an acceptable transition in bulk, setbacks, landscaping and architectural style. Specific redevelopment criteria shall also apply.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Allow more efficient use of sites and encourage pedestrian friendly development by providing flexibility in applying landscaping and setback standards in the commercial district

The City will begin the legislative amendment process to grant the Board of

Architectural Review the authority to waive landscaping and setback standards, in the NCC, RC, and MUO zones adjacent to Pacific Highway in conjunction with a complete review and approval of full site development.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Improve the transition between residential districts and adjacent commercial structures by modifying the setback standards

Figure 3, page 22, illustrates the preferred concept for back and side yard setbacks for commercial development sites adjacent to residential districts. The setback should be based upon the overall height of the structure rather than the number of stories in a building in order to minimize the impact of commercial buildings on residential properties.

Responsible Department and its Role

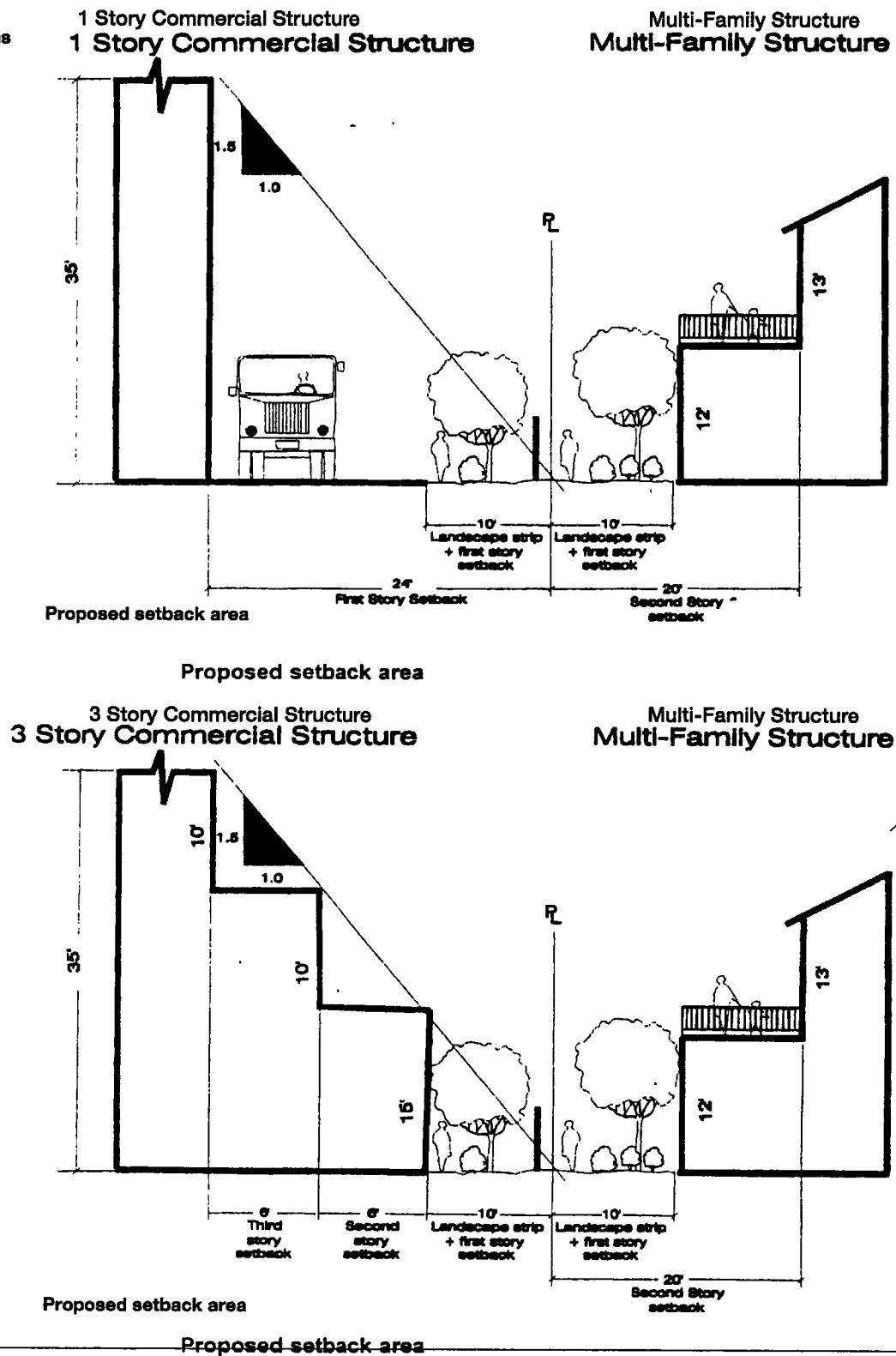
The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Encourage investment in the Pacific Highway Corridor by actively brokering development

The purpose of this strategy is to promote the redevelopment of sites that are a deterrent to the area's overall revitalization. The City has a number of options available for either engaging in development directly, or brokering development for private parties. This type of effort is costly and City resources are limited. Where, when and how City resources are spent will be carefully considered and weighed against anticipated benefit.

In all cases of purchase or brokering

Figure 3: Commercial/
Residential Buffer Areas



property acquisition, the City will use the following criteria.

Site Selection Criteria

- **Sites whose current use is considered undesirable:** The City may eliminate a business or housing that has threatened public safety or been associated with illegal drug activity. For commercial properties, this may require purchasing the property and the business. These uses may be profitable, however, making some of these sites more expensive than sites with poorly performing businesses.
- **Sites at key locations:** Key locations are those properties that are highly visible or strategically located, such as those at intersections or commercial sites that do not have a desirable relationship to neighboring residential districts. Quality development in visible locations can greatly improve the image of an area and can serve as seed projects encouraging further redevelopment.
- **Sites that are constrained:** Occasionally, the City can facilitate redevelopment by purchasing and clearing parcels of their structures. The City could also assemble several small parcels to create a larger parcel that is more suitable for modern development.
- **Sites that are needed for a public purpose:** Some sites may be purchased because the parcel is suitable for a public purpose. Construction of public amenities or infrastructure in the Pacific Highway corridor can demonstrate the City's commitment to the area and provide valuable civic amenities and or services. *(See Infrastructure and Facilities Investment category below.)*
- **Broker redevelopment projects:** The City may work with investors, developers and bankers to broker redevelopment projects within the Pacific Highway corridor.
- **Acquire sites for public facilities:** The City may purchase key sites for public purpose, benefit or use.
- **Apply the urban renewal law:** The City may authorize public purchase of blighted properties for future development. This option requires that the City modify the Revitalization Plan to perform the role of an urban renewal plan and to designate a "blighted area."

Responsible Departments and its Roles

The Mayor's Office will contract with a person (referred to here as the 99 Coordinator) to perform the above role. The 99 Coordinator will:

- report directly to the City Administrator;
- foster relationships with development, real estate and banking communities;
- coordinate internal City processes and resources by acting as an ombudsperson for the Pacific Highway area;
- research and target State, Federal, and regional funding sources and programs that may be used for revitalization activities;
- act as a visible advocate within the City and community for the area and organize support for revitalization of the area with the assistance of the Southwest King County Chamber of Commerce and the Economic Development Advisory Board (EDAB)

Contracting with a qualified person sends a message to the development community of the City's commitment to achieving the goals

Optional Purchase Methods

Strategic yet limited purchase of property for either redevelopment for public use or for future private development, would give the City the opportunity to have a positive

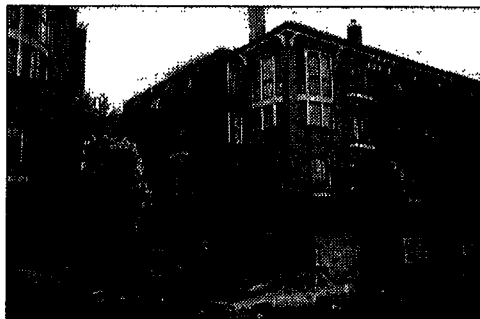
of this Plan. This action provides a "point person" for public contact, provides the City with an individual who is familiar with the development process, and ensures that the efforts listed herein will receive the full attention of an individual.

Market Expansion

Expand the number of households in the trade area and seek to raise the overall level of quality in the residential environment

1. Allow multi-family development in certain areas of the Regional Commercial (RC) zone

There are certain areas within the Regional Commercial districts of the Pacific Highway area that have a residential character. These present opportunities for



additional residential development that would be in character with surrounding development, that could assist in improving the overall residential character of the area, and whose households would provide additional demand for neighborhood businesses.

2. Improve the feasibility of residential commercial mixed use development in the Neighborhood Commercial Center (NCC) zone by changing the density standard

The City wants to ensure the attainment of its goal of a pedestrian oriented, vibrant commercial core in the NCC district. To improve the feasibility of a mixed use neighborhood center, the City will change the standard that limits residential density, which may be limiting the success of this type of development and an unnecessary standard, given the other elements of the City's development code and review procedures.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning Code and will process the amendment proposal.

Community Development

Support community building and neighborhood improvement efforts by sponsoring programs

The City will develop and assist in efforts that encourage the interest and participation of individuals and groups in building a sense of community and fostering neighborhood improvement, cohesiveness and pride.

1. Neighborhood Signage Program

The City will assist in developing a program to design and install signs at neighborhood entrances.

Responsible Department and its Role

The Parks and Recreation and Community Development Departments will coordinate with the Tukwila Arts Commission on a process to design and install neighborhood signage.

The Public Works Department is responsible for signage in public rights-of-way and will assist in contracting with manufacturers and installing signs.

2. Urban Forestry Planting Plan

The City will develop an Urban Forestry



Plan that includes a planting plan of suggested materials, locations and methods for planting trees in the neighborhoods, and maintenance procedures. The City will also pursue sources of outside funding participate in seeking funds and assist in implementing the program.

Responsible Department and its Role

The Department of Community Development in coordination with Parks and Recreation and Public Works will develop a program.

3. Stream Restoration Program

The City will develop stream restoration plans for the watercourses located within the City, which primarily run through private property.

Responsible Department and its Role

The Public Works Department is responsible for the administration of the Storm and Surface Water Utility, which manages the

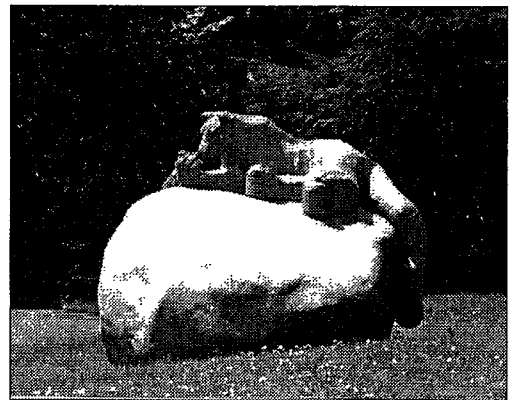


stream corridors or watercourses for flood control purposes. Public Works will be responsible for stream clean-up and restoration events.

Foster community identity, pride, and improvement through public art in the corridor

The City will develop a public art program for the corridor, with the following components:

- identification of potential applications (gateways, transit improvements, sculpture, murals, etc.) sites, and funding sources for



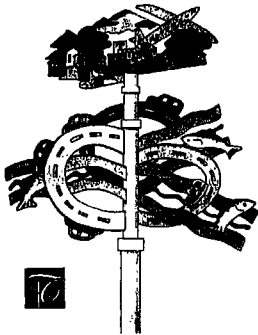
public and public private art within the corridor;

- identification of capital projects that should incorporate public art;
- identification of projects that should include an artist in project development;
- establishment of a minimum percentage of project costs or a minimum fixed cost for public art within the corridor for budgeting and project coordination purposes; and
- identification of artists within the community including community participation techniques for public art.

Responsible Department and its Role

The Parks and Recreation Department, in





coordination with the Tukwila Arts Commission, is responsible for the City art program. Parks and Recreation will coordinate with other departments such as Public Works on implementation within specific development projects, such as the Pacific Highway Improvement project.

Improve the appearance and function of new private development in the Pacific Highway area

1. Adopt the Pacific Highway Design Manual (Design Criteria & Guidelines)

A draft Pacific Highway Design Manual has been developed for the Neighborhood Commercial Center, Regional Commercial and Mixed Use Office districts in the Pacific Highway Corridor. This development guide will be forwarded to the Planning Commission to begin the legislative review and adoption process.

2. Amend the Regional Commercial (RC) Zone to require Board of Architectural Review (BAR) of all development

The City will develop the necessary Zoning Code modification and forward it to the Planning Commission to begin the legislative review and adoption process.



3. Amend the landscape chapter of Zoning Code to increase quality of landscaping along street fronts and in parking lots, create a harmonious pattern

along Pacific Highway, while allowing for flexibility

The City will enhance the Landscape Chapter of its Zoning Code to provide clearer direction for streetscape improvements that are compatible with City street

improvements, to provide interior parking lot landscape minimums and to provide flexibility in the location and design of plantings.

4. Develop a sign amortization program to improve the appearance of business signs and the streetscape along the Highway

The City will modify the Tukwila Sign Code to provide an amortization schedule for existing non-conforming signs. Consideration will also be given to modifications of the current standards.

Responsible Department and its Role

The Department of Community Development is responsible for administration of the Zoning and Sign Codes and will process the amendment proposals.

Ensure successful implementation of strategies through continuous and meaningful public information, involvement and marketing programs

The City will develop a long term communications and public relations strategy for informing affected parties, publicizing City and other groups' efforts, and marketing the area to prospective businesses. The City will strategize and develop a joint marketing program with adjacent Cities.

Responsible Department and its Role

The Department of Community Develop-



ment will be responsible for maintaining dialogue with individuals and groups affected by development projects related to the corridor and other revitalization related projects. They will also be responsible for developing the public relations programs aimed at potential investors and developers in the corridor.

The Public Works Department is responsible for public involvement related to improvement projects including those of the franchise utilities.

Ensure safe and efficient use of public rights-of-way and transportation facilities through a Pedestrian Pathways, Bicycle Facilities and Transit Connections Plan

A Bicycle Facilities, Transit Connections and Pedestrian Pathways Plan will integrate roads, pathways or trails, transit and other related facilities into an area-wide network. Recommendations will also include methods of safety training; information on rules governing the interaction between pedestrians, bicyclists, and motorists; and existing and proposed additional facilities for transit, pedestrians, and bicycles.

Responsible Department and its Role

The Public Works Department will develop the Plan with the assistance of the Departments of Community Development and Parks and Recreation.

Increase educational opportunities for Tukwila residents and improve the overall quality of the Tukwila School District by working with the district on the following joint opportunities for implementing their Strategic Plan (1997-2002)

The District has identified the following needs and the City of Tukwila as playing a key role in helping to meet these needs. The City will coordinate with the District on how

to fulfill the following objectives.

- Off-school-site learning facilities
- Additional sports recreation for students
- A teen center in the Pacific Highway corridor

Responsible Department and its Role

The Mayor's Office will coordinate with the School District on shared facility opportunities, and in conjunction with the City's Park and Recreation Department, discuss programming solutions for additional recreational opportunities.

The City will also include the school district in space and design programming discussions for additional facilities. See Neighborhood Resource Center and Cascade View Park below.

Infrastructure and Facilities Investment

Improve the safety, function and appearance of Pacific Highway

The successful reconstruction of Pacific Highway requires a multi-faceted approach that addresses physical design issues, operational issues and related community objectives, such as the economic redevelopment of the corridor. The short term needs of existing businesses must be addressed as well as the long term goals of redevelopment and revitalization.

The goals for the Revitalization Plan as they relate to street redesign are: improved mobility for people and goods; supportive, attractive, comfortable street design for customers, residents and transit users; and safety. These goals have been distilled into four key design objectives - reducing traffic speeds, limiting and consolidating driveways, improving the streetscape, and undergrounding and upgrading the utilities; as well as mitigating the impacts to businesses associated with the street improvements.

The following is a discussion of the means



Design features that have one positive effect may have a negative effect in another area.

by which the Plan goals for the street may be achieved. The information that supports the choices laid out below are in the Pacific Highway Draft Revitalization Plan, Appendix B: Existing Conditions - Transportation (December 1997.)

1. Reduce traffic speeds

The section of Pacific Highway between S. 138 St. and S. 152 St. has the highest pedestrian accident rate in the Washington State Department of Transportation system. In addition to the specific pedestrian facilities that are recommended as part of this Plan, reduced vehicular speeds will also assist in creating a more compatible environment for pedestrians. Reduced speeds will also assist in the overall improvement of this section of the Pacific Highway corridor, which serves as a main street for the community.

Design street for speeds of 35 m.p.h.

The standard design criteria preferred for the Pacific Highway section between S. 152 and S. 139 Streets are in Table 2 below.

Lower posted speed limit

The City will continue to recommend to the Washington State Department of

Transportation a posted speed of 35 m.p.h. along the corridor's commercial core between S. 138 and S. 152 Streets and a design speed of 35 mile per hour.

Improve intersections and signalization

During Pacific Highway reconstruction, the City will install "First Phase" improvements that include signalization improvements at S. 144 and interconnects for traffic controllers at potential future signal installations at S. 140 and S. 148, and then S. 150, S. 146 and S.



142 Streets. These "Second Phase and Third Phase" signals will be installed as development occurs and need arises.

S. 144 Street Intersection: Conflicting design elements will be resolved so that the key objective of reducing speeds is achieved. The fact that many of the design and operational issues are interrelated creates complexity within the project. For example, improving pedestrian safety is most effectively achieved by providing sidewalks, slowing traffic speeds and creating a buffer between pedestrians and traffic. These solutions however may not serve through traffic. Design features that have one positive effect may have a negative effect in another area. For example, providing landscaped medians down the center of the road provide havens for crossing pedestrians and improve the visual quality, but restrict left turns into businesses.

There are several conflicting elements to be considered in the redesign of the street at this intersection.

Table 2: Recommended Pacific Highway Design Criteria

Speed	Posted	35 m.p.h.
Lane Widths	Center left-turn	12 feet
	Interior through	11 feet
	Outside through / right-turn	12-14 feet
	Bus pull-out	10 feet
	Parallel parking	8 feet
Curb Radius	Arterial cross-street	35 feet
	Minor cross-street	25 feet
	Right-turn lanes	25 feet
	High pedestrian crossing	25 feet

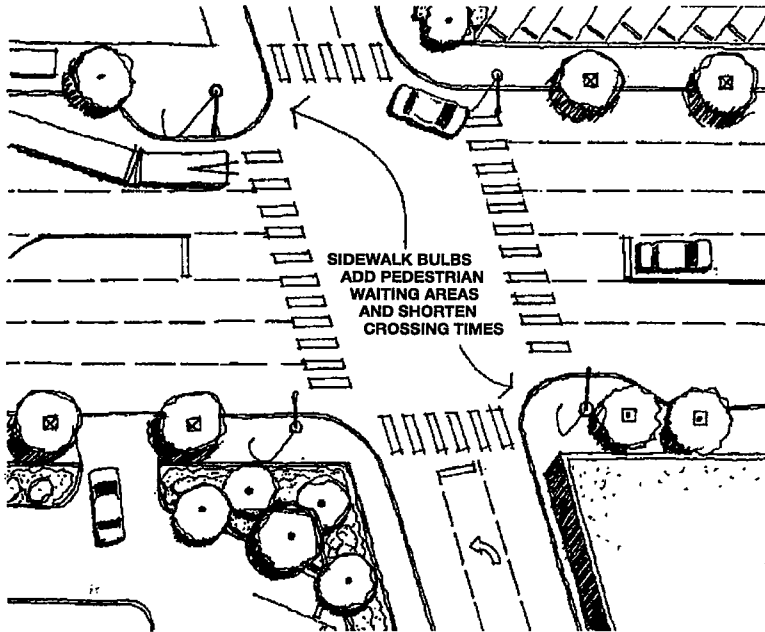


Figure 4: Bulbing for Pedestrian Crossing

- Reducing the cycle length - A reduced cycle length may improve the overall level of service at the intersection, including reduced delays for north and southbound left turns.
- Bulbing the northeast and southwest corners - At the current level of service for worst case, peak hour traffic, continuation of any right turn lane for transit bus queue jumping is not warranted, and bulbing on the opposite corners should be

employed to minimize pedestrian crossing distances. **Figure 4** illustrates the bulbing concept.

- Eliminating the right turn lanes on Pacific Highway or installing a curb radius of 25 feet or less - **Table 3** is a comparison of the tradeoffs between the two designs. If right turn lanes are maintained, curb radii of 25 feet or less should be used.

Monitor traffic operations for installation of future traffic signals: Cross street delays, vehicular and pedestrian traffic volumes and the number and type of accidents prevalent in the Highway Corridor will be monitored for support of future signal installation. Consideration will be given to installing signals in phases at S. 148 and S. 140 Streets and then at S. 150, S. 146 and S. 142 as part of coordinated efforts.

2. Limit and consolidate access driveways

To minimize conflict between vehicles and between vehicles and pedestrians, private access driveways will be consolidated where possible and located to provide a minimum of 250 feet separation between drives where feasible to conform with adopted access management standards for the designated classification of Pacific Highway by the State (See Pacific Highway Draft Revitalization Plan, Appendix B: Existing Conditions -

Table 3: S. 144 St. Design Comparison

RIGHT TURN LANE ADVANTAGES	NO TURN LANE ADVANTAGES
Reduces delays for vehicles turning right onto S. 144 St. when more than one car but less than 4 cars are stopped at the intersection	Reduces red time on Pacific Highway for north and southbound traffic
Encourages motorists to use S. 144 St. rather than local access streets when traffic is moderate to light.	Minimizes pedestrian crossing distance
	Provides sufficient area to meet minimum sidewalk width, landscaping standard



Transportation
(December 1997.))

3. Install streetscape improvements

The City will design streetscape improvements in conjunction with roadway design and engineering and develop the

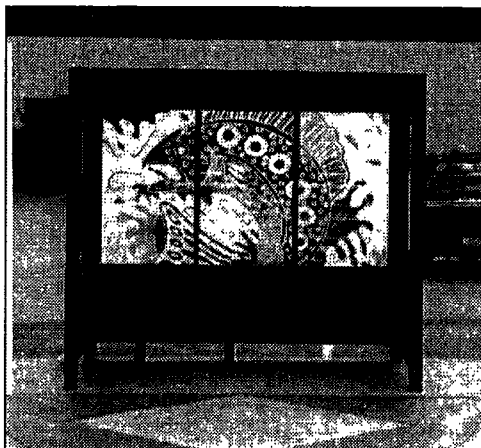
streetscape to a level that supports the revitalization goals of the Plan.

Development of public art and gateways

The provision of public art and gateways in conjunction with the streetscape improvements project will be developed in conjunction with the Tukwila Arts Commission.

Coordination with King County for transit improvements

Public transit is heavily used along this corridor. Reconstruction of the street will require the provision of new, optimal transit locations and facilities, including bus pullouts. The City will coordinate with Metro King County to augment these new facilities with shelters, benches, trash receptacles, lighting, signage, and other features, commensurate with streetscape improvements elsewhere in the corridor.



4. Underground Utilities

Overhead electrical and communication facilities will be relocated underground in conjunction with street reconstruction.

5. Mitigate impacts associated with street improvements

A significant factor impacting the future design of the street is property owner, business owner and customer use of the right-of-way to maneuver into parking stalls. An important final design objective will be to address the parking needs of the 25 businesses



in the corridor who have historically used the public right of way for their own purposes.

The City will work with property and business owners to mitigate the impacts of the changes brought by the street improvement and may include some use of the public right-of-way by private property owners "behind the sidewalk" and on-street parking on cross streets.

When possible, the street design may also accommodate parking and loading within the right of way where it is operationally necessary for existing adjacent commercial developments.

Responsible Department and its Role

The Public Works Department is responsible for planning, design, construction and maintenance of city streets. The Department of Community Development will assist in overall Revitalization Plan coordination and streetscape plan review.



Ensure that the Pacific Highway Corridor infrastructure meets minimum development standards and that the infrastructure improvements are designed to attract the type and quality of businesses desired

Adequate infrastructure is critical in general to the commercial success of an area and in particular to a development. Not only does the availability of adequate infrastructure provide an invitation to investors, the overall design of infrastructure can set a standard for the type and quality of development expected for the Pacific Highway Corridor.

The City has a clear role and authority to make improvements to public infrastructure. The City is also most capable of coordinating with the multiple jurisdictions and companies who provide services within the right of way.

1. Upgrade water lines

The City will meet with Water Districts 20 and 125 to ensure that water lines are planned to meet minimum requirements for water supply and fire flows, a minimum of eight inch lines and fire hydrants installed every 300 feet to meet minimum City standards. **Figure 5** is a map of deficiencies and water district boundaries. Utility upgrades will precede or be in conjunction with related street reconstruction projects.

2. Solicit telecommunications upgrades

The City will solicit telecommunication providers in the area to install a high grade fiber optic line within the corridor at the time of street reconstructions or to install conduit which would minimize the cost of future installation.

3. Improve cross streets

Equally as important as improving the Pacific Highway Corridor, in terms of the overall goal of area revitalization, is the improvement plan for the cross streets. The City will conceptually design cross street improvements within the study area from 42 Av. S. to Military Rd. S. and from S. 152 to S. 139 Streets.

S. 144 Street in particular links users of the highway with many of the important public facilities in the area. Other cross streets link the neighborhoods to the commercial core of the area.

Create an area-wide street design and streetscape plan

A plan for the improvement of these streets enables these improvements to be constructed incrementally as redevelopment occurs or enables the City to undertake them as an incentive to prospective developers. **Figure 6** shows the expected future right-of-ways and pavement widths within the focus area, which would be the subject of the plan. An area-wide street system and streetscape plan will augment the information contained in **Figure 6** to show the needed utility upgrades to water, storm water, sanitary sewer, fire hydrants, and franchise utilities, if necessary; on-street parking where desirable and needed; curb and sidewalk locations; undergrounding; landscaping and street trees, where desirable; and illumination. Discussion in the plan will also include the potential for street vacations and the criteria or circumstances under which a vacation would be considered.

Construct cross street improvements

The following construction phasing schedule is for improving the cross streets

within the study area from S. 139 Streets to S. 154 Street and between 42 Ave. S. and Military Road.

- *Phase I Cross Street Plan:* Phase I targets existing or planned signalized cross streets. This includes S. 144, S. 140, S. 148, and S. 152 Streets.
- *Phase II Cross Street Plan:* The Phase II Plan completes all remaining cross streets within this section of the corridor. The design elements are the same as those described for Phase I.

Responsible Department and its Role

The Public Works Department is responsible for the planning, design, construction and maintenance of public infrastructure.

Maintain a civic presence in the Pacific Highway Corridor by negotiating with private developers to locate a neighborhood resource center within a new development that meets the City's expectations

The City will use the site selection criteria from page 23, to guide negotiations for a location for a neighborhood resource center. The City's intent is to partner with a developer to create a development that serves as a desirable example of the intensity and quality for site and building development in the corridor and to negotiate for some amount of public space that serves the people and businesses of the area, that expands and enhances the sense of community and civic pride, and creates a meeting place or gathering spot.

Community opinion is that Pacific Highway functions, although poorly at present, as the community's main street. The City's community facilities, such as City Hall, libraries, the Community Center, schools, and fire stations are all dispersed throughout the City. The City's lease of a building on the Highway for a neighborhood resource center was done to create a "police presence" and allow the police officers to

function more immediately within the neighborhoods.

Careful consideration will be given to the space requirements and operational programming for a "Neighborhood Resource Center." The City has also chosen to partner with the Tukwila School District or supplement district programs by providing off-site learning facilities, a teen center and recreation for students.

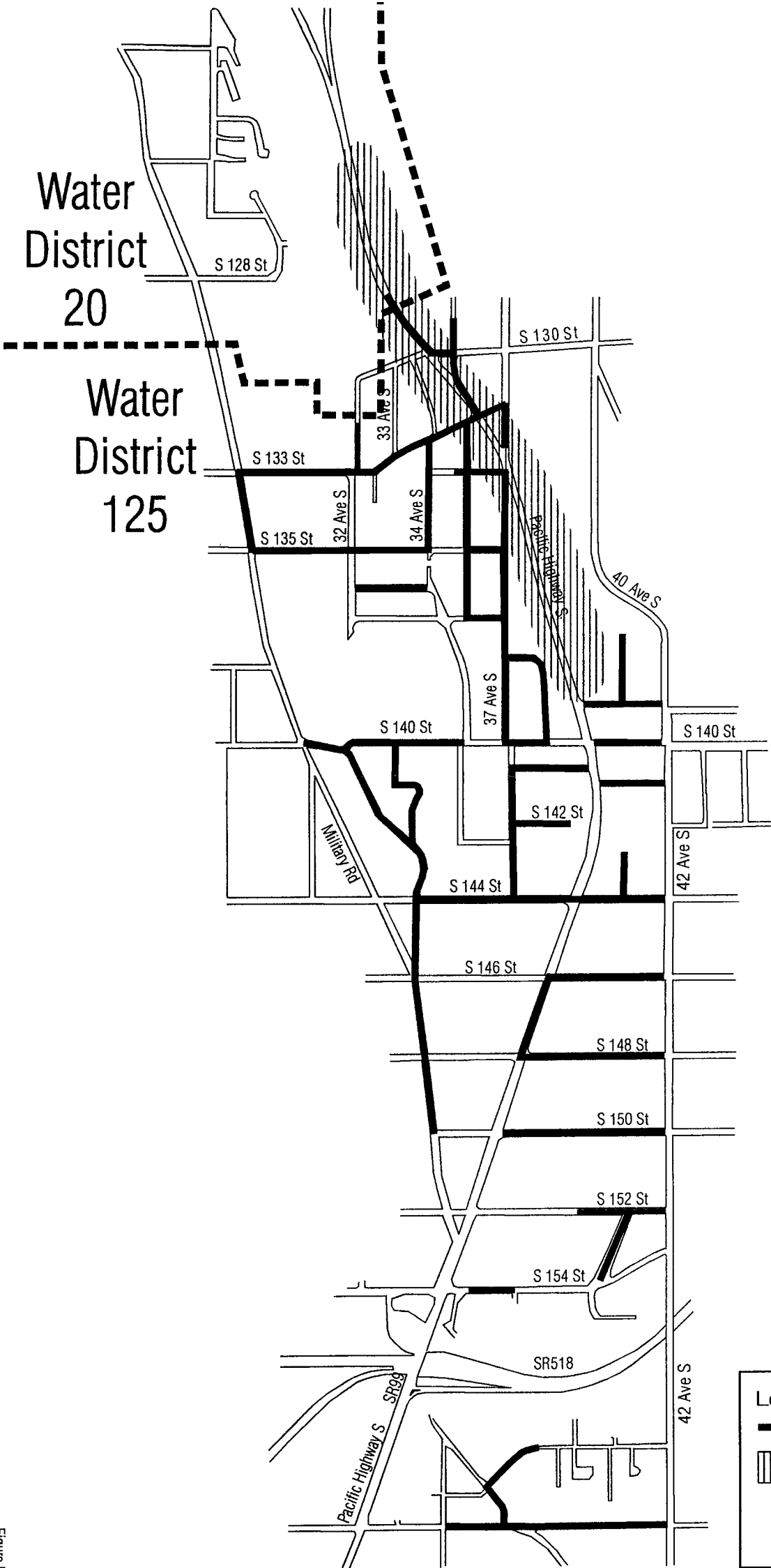
The following uses will be considered for inclusion within the facility:

- police personnel and crime prevention resources;
- volunteer resource needs;
- recreation space that supplements existing facilities and meets the needs of the surrounding neighborhood and school students;
- meeting space that compliments and supplements existing community facilities deficits including the Tukwila School District;
- additional City office needs including storage, taking into consideration long term needs and relationships between City services;
- leaseable space for community oriented organizations such as human service contractors and the Tukwila School District; and
- other public services or housing.


Responsible Department and its Role


The Mayor's Office is responsible for the space and facility needs for all City Departments. The "99 Coordinator" who will be responsible for identification and coordination of land acquisition and development packages, will work with the Mayor's office to ensure the space criteria for the City is met.

Improve the residential character and amenities in the area by siting and constructing Cascade View Park

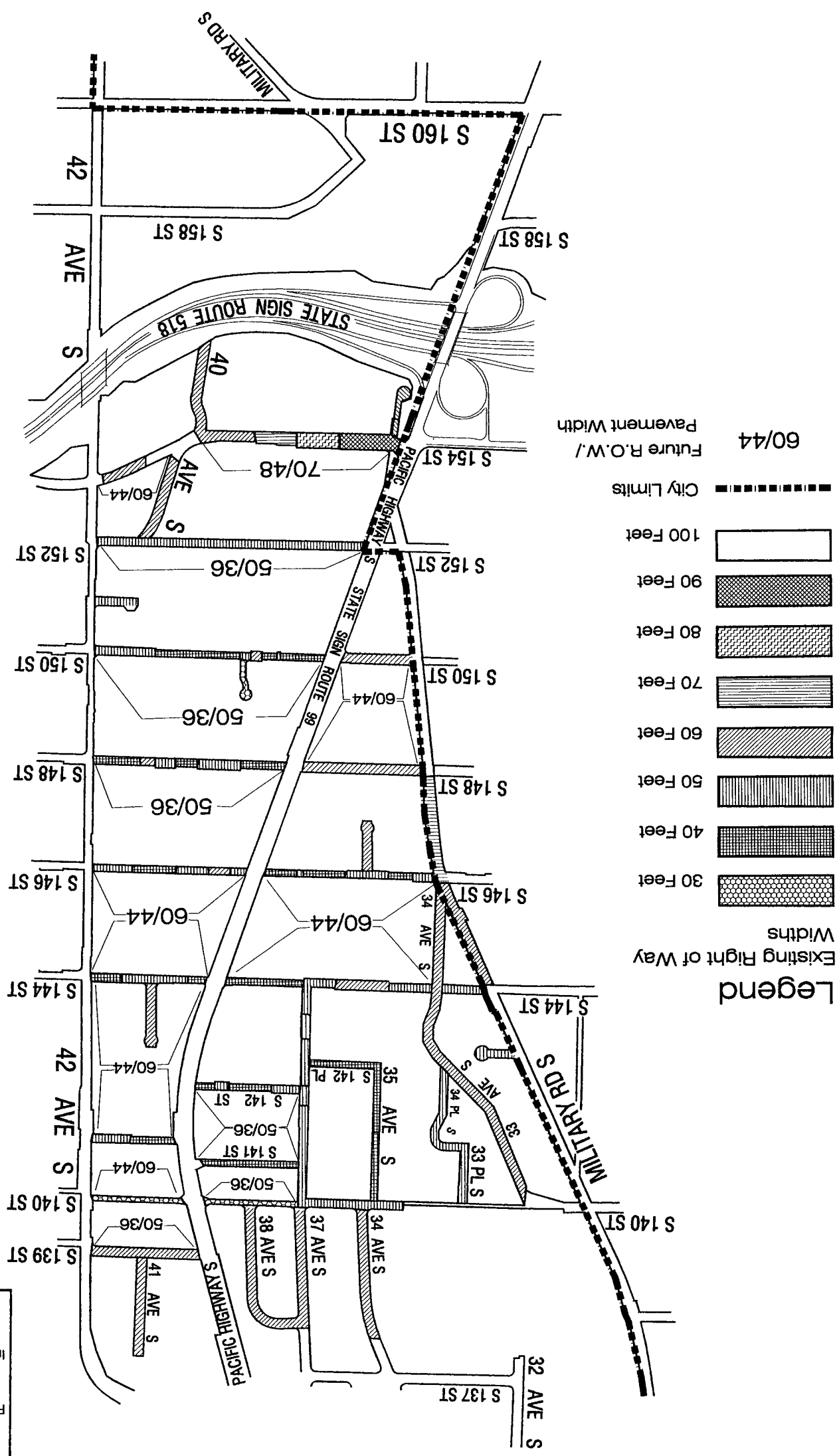


Legend


 Substandard


 Areas without water mains

Fire hydrant spacing substandard throughout



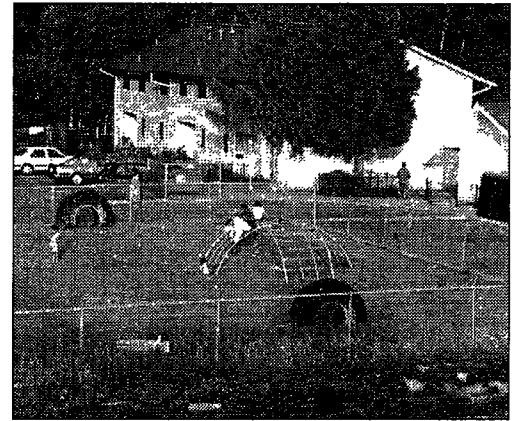
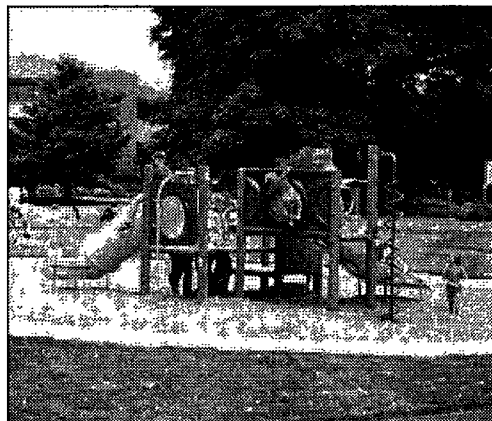
Pacific Highway
Revitalization Plan
Figure 6
Cross Streets
Improvement Plan
No Scale
7/98

The City will use the Pacific Highway "site selection criteria," page 23, in addition to the Parks and Open Space Plan criteria below, to site, fund and construct the Cascade View Neighborhood Park. The City is interested in jointly developing the neighborhood park in conjunction with a private development proposal.

The City's adopted Parks and Open Space Plan (Tukwila 1993) identifies the Cascade View neighborhood as the most underserved neighborhood from a parks standard. Neighborhood parks are defined by the City as a combination playground and park designed primarily for non-supervised, non-organized, recreational activities. Neighborhood parks facilities typically include children's play equipment, picnic facilities, a grass area for pick-up sports, and may also contain tennis courts, sport courts or other low impact recreation facilities.

The Parks & Open Space Plan (Tukwila 1993) contains the following neighborhood park site selection criteria.

- The site should be central to the area it serves and optimally be 3 - 7 acres in size.
- The site should be adjacent to a green belt or trail system, if possible.
- Walking distance to the site should not exceed one half mile for the population it serves.



- The park's future users should not need to cross major arterial streets or other barriers to access the park.
- The site should be readily visible from adjoining streets.
- At least 50% of the site should be flat and usable for recreation.
- Access to the site should be via a local residential street. If located on a busy arterial street, appropriate fencing and other safety measures should be taken.

The following additional criteria that are related to the Pacific Highway revitalization goals will also be used during funding considerations for selecting a park site and or joint project funding:

- Will it redevelop existing highly degraded uses into a park?
- Will it create a transitional buffer between commercial and residential areas?
- Will it enhance residential development?
- Does the design discourage crime and vandalism?

Responsible Department and its Role

The Parks and Recreation Department is responsible for City parks and will coordinate with the "99 Coordinator" and the Department of Community Development for selection of sites and potential development partners.

Use existing public land to act as a visual and recreational amenity by improving Southgate Greenbelt Park

The City will improve the greenbelt area to act as a gateway to the Pacific Highway “main street” and as a conduit between the study area and the recreational areas in the Riverton neighborhood and Duwamish/Green River valley.

Responsible Department and its Role

The Parks and Recreation Department is responsible for design, operation, and maintenance of City parks and coordinates with the Public Works Department for their construction. There will be joint exploration between the Departments to investigate the feasibility of access, recreation, stream restoration, storm retention and water quality improvements.



Resources

How will the community fund these programs and improvements in the Pacific Highway corridor and its neighborhoods?



In order to implement the recommendations within the Pacific Highway Revitalization Plan a greater share of existing City resources and/or new resources will need to be allocated to this area. This Plan also intends that current levels of public safety expenditures will be maintained within the near term. Below is a discussion of the resource opportunities available to the City to finance these strategies. The discussion of potential funding sources is followed by **Table 4, Estimated Implementation Costs for Revitalization Plan Strategies**. The strategies are organized into three categories that reflect the degree of resource needs.

Existing Resources

Operating Budget: The City's total annual operating and maintenance budget is approximately \$25 million. Each year the Mayor's Office develops Departmental work programs and sets project priorities. The

City Council then reviews, modifies (if desired,) and adopts the budget.

The annual budget process can fund regulatory changes and community development projects with existing staff if priorities are changed and projects rescheduled. In a few cases, the addition of funds will be necessary to undertake physical improvement projects.

Capital Improvement Plan (CIP):

Tukwila's 1998-2003 Capital Improvement Program (CIP) allocates approximately \$3.2 million for major projects per year plus an additional \$4.3 million annually from outside sources for major projects. Much of the City CIP funding is tied to matching funds. For example, in the upcoming six year period \$8 million in City funds leverage \$26 million in "outside" funds. Having said this, there are some minor opportunities for reprioritizing in the CIP. As an example, the City has allocated

\$530,000 of City funds for improvements to S. 150 St. from 42 Av. S. east to 46 Av. S. The Plan adopts the strategy of improving cross streets within the study area. Should these be moved ahead of the S. 150 St. project between 42 Av. S. and 46 Av. S.?

New Resources

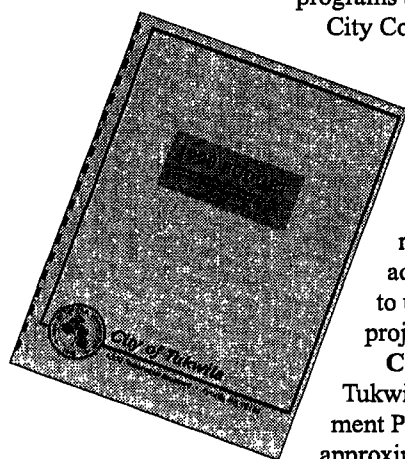
Councilmanic Bonds: If the City is to undertake the revitalization of the corridor per this plan, then the City may wish to consider new sources of revenue. The City has the legal ability to borrow money based upon the assessed valuation of all real and personal property in Tukwila. There is approximately \$29.5 million in potential debt available. The City has \$5.5 million in bonds outstanding for the construction of the Community Center. This requires approximately \$500,000 in annual debt service. That leaves up to \$24 million in bonding capacity that can be approved by the City Council (i.e. councilmanic bonds) for municipal improvements.

Money raised in this manner could only be repaid with general revenues. This means the City would have to either reduce expenditures in other areas or increase general revenues in some manner.

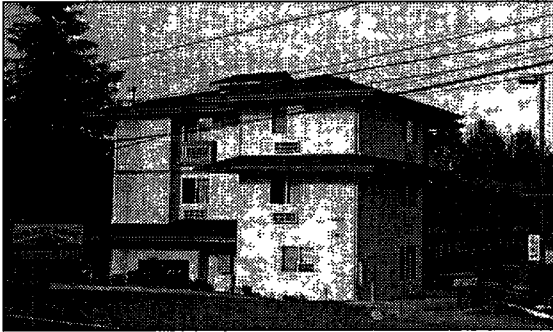
Voted Bonds: Another bonding option is through a vote of the Tukwila citizens. The community could vote to temporarily increase property taxes for the purpose of paying off bonds used to finance capital improvement projects. This method is similar to a school bond issue.

Additional Taxes: Tukwila is one of the few municipalities that has chosen not to levy a tax on utility services used within the City. It is projected that a 4-6% tax¹ has the potential of raising in excess of \$2 million in revenue. The City also has the option of using an additional 1/4% real estate excise tax, which is borne by the seller in all real estate

¹ There are a wide range of options for levying the utility tax. This report is general in nature and the percentages levied and the revenue raised could vary considerably.



transactions, that would raise an additional \$300,000 annually. The City could then choose to use the tax revenues from one or both of these sources to pay for projects themselves or to pay off any debt incurred through councilmanic bonding.



The City recently levied a one percent tax on all hotel and motel transactions. The funds raised from this source are expected to be \$500,000 annually. These dollars must be used for tourism, marketing or cul-

tural activities. There are a number of strategies listed within this Plan that would satisfy this criteria. These include marketing and economic development, art, and some transportation and parking facilities.

Outside Resources

The final type of funding source depends on if and when opportunities present themselves and the type and availability of

funding from partners with the City. We hope that the Revitalization Plan will demonstrate the serious commitment the City would make to potential development partners including housing agencies, King County, private developers, etc. These outside sources of funding and/or participation are vital to the Revitalization Plan. City funding will be needed to partner with interested parties.

The City is currently under contract with an individual to broker development and raise private interest in investing in the corridor.

An additional option for attracting outside resources would be to hire a grant writer to research and apply for federal, state, and nonprofit foundation funding for the programs identified within this Plan. The area's economic profile, the documented needs, and community involvement make it a strong candidate for successful grant funding.

The following table illustrates the three levels for funding the strategies. These include:

1. strategies requiring few or no capital funding;
2. strategies requiring significant capital funding and adjustments to the City's CIP; and
3. strategies requiring staff resources, capital funding, and outside partnerships and whose costs are as yet undefined.

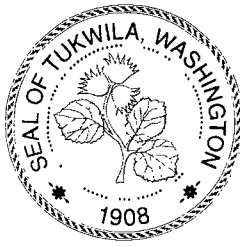
Table 4 : Estimated Implementation Costs for Revitalization Plan Strategies

STRATEGIES	1999	2000	2001	2002	2003	2004	2005
IMMEDIATE AND NEAR TERM STAFF AND/OR LEGISLATIVE ACTIVITIES WITH MINOR COSTS							
Aggregation of Redevelopment Sites Process	•						
Standards Flexibility	•						
Setback Modification Procedure	•						
Residential Density Change in NCC Zone	•						
Multi-family in RC Zone	•						
Code Modifications for Improved Design							
• Pacific Highway Design Manual	•						
• BAR review of development in RC Zone	•						
• Zoning Code Landscape	•						
Chapter Improvements	•						
• Sign Amortization	•						
Neighborhood Improvement Programs							
• Neighborhood Signs			\$500	\$500	\$500	\$500	\$500
• Urban Forestry Plan & Tree Planting				\$10,000-\$30,000	\$2,000	\$2,000	\$2,000
• Stream Restoration/Clean-ups				\$10,000-\$25,000	\$10,000-\$25,000	\$10,000-\$25,000	
DISCRETE CAPITAL ACTIONS							
Pacific Highway Improvements	\$2,547,000	\$1,836,000	\$1,920,000	\$6,080,000			
Art in Infrastructure*	\$25,470	\$18,360	\$19,200	\$60,800			
Infrastructure Upgrades							
• Water Lines and Fire Hydrants	Outside Sources						
• Telecommunications	Outside Sources						
• Cross-Street Improvement Plan				\$760,000	Phase I \$2,890,700	Phase II \$4,888,650	
• Cross-Street Reconstruction							
Commercial/Multi-family Property							
Improvement Grants & Demonstration Project*	• + \$25,000	• + \$25,000	• + \$25,000	• + \$25,000	• + \$25,000		
Pedestrian/Bicycle/Transit Plan				\$25,000-\$60,000			
Southgate Park			\$20,000	\$50,000			

* The dollar allocation for these projects is at the City's discretion. The numbers here are simply 1% of the total project cost for the Pacific Highway street improvement and a number that could be reasonable for a significant commercial rehab or several modest renovations.

Table 4: Estimated Implementation Costs for Revitalization Plan Strategies (continued)

STRATEGIES	1999	2000	2001	2002	2003	2004	2005
ONGOING STAFF ACTIVITIES AND UNCERTAIN CAPITAL COSTS							
Housing Agencies Partnerships & Code Enforcement	\$ + \$	\$ + \$					
Property Brokerage & Acquisitions	\$40,000 + \$	\$40,000 + \$	\$40,000 + \$				
Strategic Plan for Education: Recreational Programming (See also NRC and Cascade View Park)							
Neighborhood Resource Center (NRC)		\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.	\$18.00 - \$21.00/sq. ft.
(Potential leasing cost - Square Footage yet to be determined)							
Cascade View Park				\$1,000,000 - \$1,800,000			
• Land Acquisition							
• Construction					\$240,000		
Public Involvement/Marketing Program	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000	\$50,000-\$60,000
PARTIAL TOTALS	\$2,662,470 - \$2,672,470	\$1,969,360 - \$1,979,360	\$2,074,700 - \$2,084,700	\$8,071,300 - \$8,951,300	\$3,218,200 - \$3,243,200	\$4,951,150 - \$4,976,150	\$52,500 - \$62,500



City of Tukwila

Washington

Ordinance No. 1848

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, ADOPTING A PACIFIC HIGHWAY REVITALIZATION PLAN FOR THE CITY OF TUKWILA; PROVIDING FOR SEVERABILITY; AND ESTABLISHING AN EFFECTIVE DATE.

WHEREAS, the areas along the Pacific Highway corridor annexed to the City of Tukwila in 1989 and 1991 and the subsequent 1993 Vision Tukwila process established as a top priority the improvement of the Pacific Highway area; and

WHEREAS, the 1995 City of Tukwila Comprehensive Land Use Plan, policy 8.2.11, states, "Develop a strategic and financial plan for implementing these Pacific Highway corridor policies that facilitates (sic) private and public investment;" and

WHEREAS, the City established a 99 Task Force comprised of Pacific Highway business owners, residents, and Planning Commissioners; and

WHEREAS, there has been an extensive four year public involvement process in the development of the Revitalization Plan; including 65 public meetings; and

WHEREAS, there was a review of the impacts associated with the strategies of the draft Plan and a Determination of Nonsignificance was issued by the City's SEPA Responsible Official on April 17, 1998; and

WHEREAS, the City Council held a public hearing on the Draft Revitalization Plan on April 20, 1998 and adopted the following facts as its findings:

A. The Pacific Highway corridor presents difficult public health and safety challenges and requires significant resources of the City;

B. Pacific Highway is envisioned as a community "main street" for a municipality whose neighborhoods are separated by the interstate and state highway system. The intersection of S. 144 St. and Pacific Highway is a particularly important community crossroads because of the function of the two streets for inter- and intra-City travel and because of the substantial community facilities located on S. 144 St.;

C. The community of Tukwila envisions an improved commercial corridor that serves the surrounding residential neighborhoods with commercial goods and services, is a positive reflection of the City and is a high quality environment;

D. There exists a residential component that is important for the livelihood of the commercial businesses and is important for its overall effect on the character of the corridor. That component would benefit from public and private infrastructure improvements and sustained public services;

E. The City Council has carefully considered the City's options and consulted with community members as well as experts in the fields of transportation, real estate, urban design, and housing;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. Adoption and Applicability.

A. The Pacific Highway Revitalization Plan is hereby adopted by this reference as if fully set forth herein and shall become an official policy document of the City of Tukwila.

B. The strategies contained within the plan shall guide future budget and public capital improvement proposals prepared or authorized by the City.

C. The strategies contained in the Revitalization Plan and the background information contained in the Draft Revitalization Plan (December 1997) shall direct the development and design of projects, programs and regulations considered by the City Council.

Section 2. Severability. If any section, subsection, paragraph, sentence, clause or phrase of this ordinance or its application to any person or situation should be held to be invalid or unconstitutional for any reason by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity or constitutionality of the remaining portions of this ordinance or its application to any other person or situation.

Section 3. Effective Date. This ordinance or a summary thereof shall be published in the official newspaper of the City, and shall take effect and be in full force and effect five (5) days after passage and publication as provided by law.

PASSED BY THE CITY COUNCIL OF THE CITY OF TUKWILA, WASHINGTON, at a Regular Meeting thereof this 17th day of Aug., 1998.

John W. Rants
John W. Rants, Mayor

ATTEST/AUTHENTICATED:

Jane E. Cantu
Jane E. Cantu, City Clerk

APPROVED AS TO FORM:

By [Signature]
Office of the City Attorney

FILED WITH THE CITY CLERK: 8-13-98
PASSED BY THE CITY COUNCIL: 8-17-98
PUBLISHED: 8-21-98
EFFECTIVE DATE: 8-26-98
ORDINANCE NO.: 1848

It's important that "a critical mass" of change and improvement occur so that the new health and character of the area is perceived. This Plan lays out the strategies for this transformation to occur. The City is committed to undertaking the strategies within its purview to accomplish as a municipal government. The City will also continue to make a commitment to partner with others who are willing to be pioneers with us in reinvesting in a central location and a vibrant part of the Puget Sound region.

Mayor John W. Rants

You can reach the Mayor via the phone or over the internet. His phone number is (206) 433-1850 and his e-mail address is tukmayor@ci.tukwila.wa.us.

For further information or copies of this and preceding reports, contact:

City of Tukwila
Department of Community Development
6300 Southcenter Bl, Suite 100
Tukwila, WA 98166
Phone: (206) 431-3670
E-mail: tukplan@ci.tukwila.wa.us



Paul Koch's Gilmore Station in Riverton Heights provided quality service to community and highway travelers alike for 36 years. Pacific Highway, a simple two-lane road, was not paved at the location for many years. Koch's station was at S. 154 St.—a corner known in the Heights as “death corner” because of the high number of traffic accidents and fatalities. Finally, a four-way stop signal light was installed in the 1950's.

Courtesy Evelyn Koch Santora.